



January 15, 2020

To: Senator Paul Gazelka  
Representative Melissa Hortman  
Senator Tom Bakk  
Representative Kurt Daudt  
Senator Mary Kiffmeyer  
Representative Michael Nelson  
Senator Jim Carlson  
Representative Tony Albright  
Senator Bobby Joe Champion  
Senator Karin Housley  
Senator Jeremy Miller  
Senator Julie Rosen  
Senator David Tomassoni  
Senator Melissa Wiklund  
Representative Paul Anderson  
Representative Dave Baker  
Representative Lyndon Carlson  
Representative John Huot  
Representative Dave Lislegard

We are pleased to present to you our 2019 legislative report which is mandated by Minnesota Statutes, Chapter 473J.09 Subd. 13, and requires the Minnesota Sports Facilities Authority (Authority) to report annually to the chairs and ranking minority members of the legislative committees with jurisdiction over state government finance on the following:

1. **Any recommended increases in the rate or dollar amount of tax;**
2. **Any recommended increases in the debt of the Authority;**
3. **The overall work and role of the Authority;**
4. **The Authority's proposed operating and capital budgets; and**
5. **The Authority's implementation of the operating and capital budgets.**

Per Minnesota Statutes 3.197, a report to the legislature must contain, at the beginning of the report, the cost of preparing the report, including any costs incurred by another agency or another level of government.

This report was prepared by Authority staff and no costs were incurred by another agency or another level of government.



The following information includes the Authority's responses listed in the order reflected on page one of this document, as well as an overview of our organization and stadium operations, major accomplishments and achievements, plans for the future, the 2019-2020 Operating and Capital Budgets, and the Budget Report for Fiscal Year 2018-2019.

**1. Any recommended increases in the rate or dollar amount of tax?**

The Authority does not recommend an increase in the rate or dollar amount of tax.

**2. Any recommended increases in the debt of the Authority?**

The Authority does not recommend an increase in the debt of the Authority.

**3. Overall work and role of the Authority**

In May 2012, the Minnesota legislature established the Authority as a public body and political subdivision of the state. Per Minnesota Statutes, 473J.07, Subd. 2 the Authority is comprised of five board members who serve four-year terms. The governor of the State of Minnesota appoints the chair and two additional members, and the mayor of the City of Minneapolis appoints two members. Governor Mark Dayton appointed Michael Vekich as the Chair in 2017, and he was reappointed by Governor Tim Walz in 2019. In 2018 the board appointed James Farstad as its Executive Director. The board sets policy for the administration of the Authority. The Executive Director directs the Authority's operations and carries out the policies established by the board.

**Minnesota Sports Facilities Authority Board**

Michael Vekich, Chair

Barbara Butts Williams, Vice Chair, *Appointed by the Mayor of the City of Minneapolis*

Tony Sertich, Secretary & Treasurer, *Appointed by the Governor of the State of Minnesota*

William McCarthy, *Appointed by the Mayor of the City of Minneapolis*

Angela Burns Finney, *Appointed by the Governor of the State of Minnesota*

**Mission and Guiding Principles**

When the Authority was created its mission was to provide for the construction, financing, and long-term use of the stadium and the related stadium infrastructure as a venue for professional football and a broad range of other civic, community, athletic, educational, cultural, and commercial activities. Construction of U.S. Bank Stadium began in 2013. During construction, the Authority acted as the stadium's developer and was responsible for construction oversight and management. When construction was completed and U.S. Bank Stadium opened in July 2016, the Authority's mission changed as it now had oversight responsibility for stadium operations. It hired SMG (now known as ASM Global) to manage and operate the stadium. Aramark Sports and Entertainment Services was hired to provide the stadium's premium catering service in the six clubs and the suites, and food and beverage service in the concession stands, the various bars, portable carts and various vending locations.

In the fall of 2018, the Authority worked with its stadium partners, the State of Minnesota, Minnesota Vikings, City of Minneapolis, ASM Global, and Aramark to develop a strategic plan that

would refine its mission, create a vision and purpose, and identify its core values. In December 2018, the Authority adopted its “Guiding Principles” which includes a strategic plan and a shared mission between the Authority and U.S. Bank Stadium operating partners. One of the key core values identified in the Guiding Principles was equity, dignity and inclusion for all U.S. Bank Stadium stakeholders. There is also a shared commitment to implementing a proactive outreach to diverse communities and targeted businesses in order to promote employment and economic opportunities at the stadium. The mission is stated as follows: “We commit to creating memorable experiences through service excellence while providing a safe, world class sports and entertainment environment for all.”

### **U.S. BANK STADIUM’S MAJOR ACHIEVEMENTS AND ACCOMPLISHMENTS IN 2019**

Under the Authority’s oversight, ASM Global is responsible for the stadium’s event promotions, sales and marketing, guest services, stadium security contractor, management, cleaning and operations. In 2019, U.S. Bank Stadium hosted many large and small public, private, and corporate events, including the 2019 NCAA Men’s Final Four. The stadium welcomed a total of 1,382,287 guests at 200 events.

ASM Global continues to aggressively market the stadium for future events and has booked a wide variety of events in U.S. Bank Stadium in the year to come. The following are highlights of the stadium’s third year of operations:

#### **AWARDS**

##### ***Certificate of Achievement for Excellence in Financial Reporting***

The Government Finance Officers Association of the United States and Canada (GFOA) awarded the Authority with the Certificate of Achievement for Excellence in Financial Reporting for its Comprehensive Annual Financial Report for the fiscal year ended June 30, 2018. The Certificate of Achievement is a national award that recognizes conformance with the highest standards for preparation of state and local government financial reports. This is the sixth year that the Authority received this prestigious award.

##### ***LEED Platinum Certification***

U.S. Bank Stadium became the first professional sports stadium to earn LEED Platinum Certification on the Operations and Maintenance (O + M) rating system for existing buildings through the arc performance platform. This prestigious recognition signifies achievements in sustainability for the ongoing, daily operations and maintenance of U.S. Bank Stadium.

##### ***Venue Excellence Award***

U.S. Bank Stadium was recognized with the Venue Excellence Award from the International Association of Venue Managers (IAVM) in June 2019. This prestigious award annually recognizes five venues that demonstrate excellence in management and operation. Award criteria include operational excellence, safety and security, team building/professional development and service to the community.

## **EVENTS**

### ***2019 NCAA Men's Final Four***

U.S. Bank Stadium surpassed expectations in transforming to a basketball venue, all while welcoming the largest crowd in the history of the stadium. The public was invited to enjoy a free event on Reese's Final Four Friday and became the largest attended preview event for the NCAA Men's Final Four at 36,599 attendees. The semi-finals and national championship welcomed crowds of 72,711 and 72,062, respectively. After multiple years of planning, the Authority and ASM Global team overcame many stadium-transformation challenges with creative solutions, delivering memories that will last a lifetime for guests and athletes alike. According to Rockport Analytics, in a report provided by the Minneapolis Final Four Local Organizing Committee, an estimated 91,000 visitors traveled to the Twin Cities to take part in the 2019 NCAA Men's Final Four.

### ***Minnesota Vikings Football, Concerts, and Motorsports Events***

The 2019 Minnesota Vikings football season featured ten home games in the stadium from August through December. Two major concerts took place, featuring Garth Brooks for back-to-back nights in May. Garth Brooks now holds the concert record attendance at U.S. Bank Stadium with over 140,000 attendees. Throughout the year, Feld Entertainment brought three events to the stadium including two Monster Jam competitions and one Monster Energy AMA Supercross race. ESPN returned with the X Games for their third year, and the stadium hosted its first major religious convention with the Lutheran Church Missouri Synod (LCMS) National Youth Gathering.

### ***Legacy Events***

With leadership from the Authority, ASM Global prioritizes community events to ensure the facility is open, accessible and welcoming to all. The Minnesota State High School League hosted eight days of soccer and football championship games at the stadium. The stadium also hosted six proms/formal events and two graduations. Inline skating and indoor running events were re-branded this year when they returned this fall and are now known as the Winter Warm-Up.

### ***Future Events***

The ASM Global staff consistently books a diverse event mix for each coming year at U.S. Bank Stadium. These events will bring tremendous economic benefits to the Minneapolis-St. Paul metropolitan area as thousands of visitors from all over the country will travel to experience events at U.S. Bank Stadium. These events bring a multitude of opportunities for guests to be involved in the festivities and have a large economic impact on the community and the stadium. The following is a list of events planned to be hosted at U.S. Bank Stadium in the 2020 calendar year:

- Ten NFL Minnesota Vikings home football games
- Five major concerts
- Minnesota State High School League Football and Soccer Championships
- Two motorsports events
- Minneapolis X Games (final year)



- NCAA Wrestling Championships
- Many tradeshow, galas, conferences, turf and club events
- High school and collegiate baseball and football games
- Private Tours
- Inline Skating and Indoor Running Events

### ***NCAA Wrestling Championships***

Minneapolis will host the National Collegiate Athletic Association (NCAA) Wrestling Championships in March 2020. This will be the first time this event has been hosted in the expansive space of an NFL stadium, as it has been hosted in smaller arenas in the past. With significant growth, and improved guest and athlete experience, the Authority and ASM Global are hopeful the legacy of this upcoming event sets the bar for future NCAA Wrestling Championships.

## **PROGRAMS**

### ***U.S. Bank Stadium Tours***

U.S. Bank Stadium remains a popular tour attraction, welcoming over 42,000 tour guests in 2019. ASM Global offers 90-minute, guided public tours, group or private tours and provides tour add-on possibilities for event clients. Additionally, educational tours, focusing on either career development or sustainability, remain popular for groups of all age levels.

### ***Sustainability***

This was a benchmark year for the stadium's sustainability program, culminating with LEED Platinum Certification for Operations and Maintenance. Overall, the stadium continues to improve waste diversion and energy efficiencies, finding innovative ways to continue to refine the operation. In addition to the stadium's day-to-day waste diversion metrics, 93% of the old field turf was recycled or repurposed, meaning the original field turf project can be characterized as a zero-waste project. Over one million pounds of turf, sand and rubber were able to be reused or repurposed.

## **CAPITAL IMPROVEMENTS**

The following major capital and concession capital improvements were made to U.S. Bank Stadium during its third year of operations:

### **Stadium Darkening Solution**

An innovative darkening solution for the facility was designed, manufactured and installed for initial use at the 2019 NCAA Men's Basketball Final Four. The darkening solution covers the West, Northwest, Southwest, North and South Clerestory, East and West Window Walls, and the ETFE roof, and is a feature that was intended to be part of the original construction of U.S. Bank Stadium. The system is equipped with permanently installed hardware at the East and West Window Walls for ease of use, as it is intended to be utilized for many future events. Portions of the system were used for Garth Brooks in May 2019. The darkening solution allows U.S. Bank

Stadium to be considered in competitive bids for events that require blackout conditions, making the facility more marketable for years to come.

### **Field Playing Surface**

As a result of the tremendous success of field events and constant covering and uncovering of the artificial playing surface, a new artificial playing surface was selected and installed prior to the Fall 2019 sporting events.

### **Protective Turf Cover System**

In 2019, the Authority purchased a new protective hardscape floor cover. This OmniDeck product is used to protect the turf system during any events not utilizing the turf for its intended purpose. The new product replaces an aging system that was originally purchased during the construction. The OmniDeck has an estimated usable lifespan of four to six years.

### **Air Purification System**

Air treatment technology, designed and manufactured by AtmosAir, was installed to act as a continuous disinfectant, actively reducing airborne and surface contaminants such as volatile organic compounds (VOCs), viruses, bacteria, and germs. It helps eliminate odors while reducing dust, mold, mildew, and allergens. The AtmosAir technology measures indoor air quality in real-time and allows conditioned air to be recycled and recirculated, resulting in significant HVAC-related energy savings.

### **Installation of ADA Platform Railings**

ADA seating areas were modified to create a better customer experience, simplify operational concerns and improve overall safety.

### **Concessions Equipment and Video Screens**

Static signage was replaced with 4K digital video screens at seven concession stands throughout the main concourse. The screens allow Aramark to implement high quality full-motion images to promote food and beverage offerings and enhance the customer buying experience. Concessions ovens and fryers were also installed to support the new food offerings.

### **Branding Signage**

New Minnesota Vikings signage was installed in the stadium bowl at the North and South angled walls, Delta Sky360° Club back wall, field fascia, and Medtronic Club back wall. Acoustic tiling was installed behind all new graphics locations to assist the Authority and ASM Global in improving sound performance at large music events.

## **4. The Authority's Proposed Operating and Capital Budgets.**

In June 2019, the Authority adopted its 2019-2020 Operating and Capital Budgets for the period from July 1, 2019 through June 30, 2020. Exhibit 1 presents the Authority's 2019-2020 Operating and Capital Budgets.

The budget includes three accounts: the operating account, capital reserve account, and concession capital account. The operating account is used to account for the Authority's operations of U.S. Bank Stadium, the capital reserve account is used to account for capital improvements, and the concession capital reserve account is used to account for concession capital improvements.

#### **5. The Authority's Implementation of the Operating and Capital Budgets.**

The Authority's Budget Report for Fiscal Year 2018-2019 presents revenues and expenses for the period from July 1, 2018 through June 30, 2019 for the three accounts: operating account, capital reserve account, and concession capital account. Exhibit 2 presents the Authority's Budget Report for Fiscal Year 2018-2019.

#### **Additional Exhibits**

The Authority would like to share two additional reports with the legislative committees: the Authority's Comprehensive Annual Financial Report (CAFR) for the fiscal year ended June 30, 2019 and its Guiding Principles document.

Exhibit 3 presents the Authority's CAFR for the fiscal year ended June 30, 2019. The CAFR has three major sections: introductory, financial, and statistical. The financial section includes the independent auditors' report, management's discussion and analysis, the basic financial statements, including the notes to the financial statements, and required supplementary information. This is the second year that an independent audit firm, CliftonLarsonAllen LLP (CLA), conducted the audit. CLA issued an unmodified audit opinion, dated November 22, 2019, and opined that the financial statements present fairly the financial position of the Authority as of June 30, 2019, and the respective changes in financial position and cash flows for the fiscal year then ended.

Exhibit 4 presents the Authority's Guiding Principles document which was developed in 2018 by the Authority with input from its stadium partners. Guiding Principles include the Authority's Mission, Vision, Purpose, and Core Values.

We are proud of our operation of U.S. Bank Stadium and we welcome any questions. Please feel free to contact us.

Sincerely,

Michael Vekich, Chair  
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## Exhibit 1

**MINNESOTA SPORTS FACILITIES AUTHORITY**  
**YEAR 2019-2020 BUDGET**  
**July 1, 2019 to June 30, 2020**

<b>Operating Account</b>	<b>Amended Budget 2019</b>	<b>Projection 7/1/18-6/30/19</b>	<b>Budget 2020</b>
<b>Revenues:</b>			
Stadium operating payments			
State of Minnesota operating payment	\$ 6,484,384	\$ 6,541,547	\$ 6,672,378
Minnesota Vikings operating payment	\$ 9,017,650	\$ 9,017,650	\$ 9,288,180
Stadium operating revenue-SMG	\$ 32,667,250	\$ 32,667,250	\$ 25,663,719
NCAA Final Four 2019 concessions	\$ 2,000,000	\$ 1,994,864	\$ -
MN LOC NCAA Final Four 2019 contribution	\$ 200,000	\$ 200,000	\$ -
Miscellaneous revenues	\$ 64,200	\$ 64,200	\$ 64,200
Total operating revenues	\$ 50,433,484	\$ 50,485,511	\$ 41,688,477
<b>Expenses:</b>			
Personal services	\$ 815,370	\$ 867,377	\$ 712,866
Professional services	\$ 1,864,450	\$ 1,800,000	\$ 1,609,725
Supplies and network support	\$ 221,000	\$ 280,000	\$ 221,000
Stadium contractual commitments	\$ 857,641	\$ 850,000	\$ 957,569
Insurance	\$ 190,916	\$ 160,000	\$ 322,118
Miscellaneous	\$ 516,668	\$ 508,668	\$ 186,220
Event cabin license fee	\$ 300,000	\$ 300,000	\$ 300,000
NCAA Final Four event expenses	\$ 6,915,008	\$ 6,915,008	\$ -
Stadium operating expenses-SMG	\$ 40,720,144	\$ 40,720,144	\$ 34,630,201
Total operating expenses	\$ 52,401,197	\$ 52,401,197	\$ 38,939,699
Operating income/(loss)	\$ (1,967,713)	\$ (1,915,686)	\$ 2,748,778
<b>Nonoperating revenues/(expenses):</b>			
Revenues-Investment earnings	\$ 60,000	\$ 140,000	\$ 84,000
Revenues-Taxes-State of Minnesota	\$ 1,854,554	\$ 2,430,018	\$ 2,430,018
Expenses-Stadium construction project expenses	\$ (210,000)	\$ (400,000)	\$ -
Expenses-Commemorative brick program	\$ -	\$ (1,210)	\$ -
Total nonoperating revenues/(expenses)	\$ 1,704,554	\$ 2,168,808	\$ 2,514,018
Net Income/(loss) before transfers	\$ (263,159)	\$ 253,122	\$ 5,262,796
<b>Transfers:</b>			
Transfer to Capital Reserve fund	\$ (1,000,000)	\$ -	\$ (4,500,000)
Change in Account Balance	\$ (1,263,159)	\$ 253,122	\$ 762,796
Beginning Operating Account Balance	\$ 5,999,496	\$ 5,999,496	\$ 6,252,618
Ending Operating Account Balance	\$ 4,736,337	\$ 6,252,618	\$ 7,015,414
<b>Capital Reserve Account</b>			
<b>Revenues:</b>			
Minnesota Vikings Capital Cost payment	\$ 1,639,091	\$ 1,639,091	\$ 1,688,263
State of Minnesota Capital payment	\$ 1,636,989	\$ 1,635,387	\$ 1,668,095
MN NCAA LOC Final Four contribution	\$ 1,700,000	\$ 1,700,000	\$ -
Total revenues	\$ 4,976,080	\$ 4,974,478	\$ 3,356,358
<b>Capital expenses</b>	\$ 8,912,063	\$ 6,306,494	\$ 3,444,721
Net Income/(loss) before transfers	\$ (3,935,983)	\$ (1,332,016)	\$ (88,363)
<b>Transfers:</b>			
Transfer from Operating Account	\$ 1,000,000	\$ -	\$ 4,500,000
Transfer from Concession Capital Account	\$ 600,000	\$ -	\$ -
	\$ 1,600,000	\$ -	\$ 4,500,000
Change in Account Balance	\$ (2,335,983)	\$ (1,332,016)	\$ 4,411,637
Beginning Capital Reserve Account Balance	\$ 4,712,356	\$ 4,712,356	\$ 3,380,340
Ending Capital Reserve Account Balance	\$ 2,376,373	\$ 3,380,340	\$ 7,791,977
<b>Concession Capital Reserve Account</b>			
<b>Revenues:</b>			
Concession Capital Reserve payment	\$ 850,000	\$ 914,240	\$ 800,000
<b>Concession capital expenses</b>	\$ 1,085,055	\$ 619,270	\$ 705,080
Net Income/(loss) before transfers	\$ (235,055)	\$ 294,970	\$ 94,920
<b>Transfers:</b>			
Transfer to Capital Reserve Account	\$ (600,000)	\$ -	\$ -
Change in Account Balance	\$ (835,055)	\$ 294,970	\$ 94,920
Beginning Concession Capital Reserve Account Balance	\$ 1,429,865	\$ 1,429,865	\$ 1,724,835
Ending Concession Capital Reserve Account Balance	\$ 594,810	\$ 1,724,835	\$ 1,819,755

## Exhibit 2

**MINNESOTA SPORTS FACILITIES AUTHORITY**  
**YEAR 2018-2019 BUDGET REPORT**  
**July 1, 2018 to June 30, 2019**

<b>Operating Account</b>	<b>Amended Budget 2019</b>	<b>Q4 - Actual 7/1/18-6/30/19</b>
<b>Revenues:</b>		
Stadium operating payments		
State of Minnesota operating payment	\$ 6,484,384	\$ 6,541,547
Minnesota Vikings operating payment	\$ 9,017,650	\$ 9,028,026
Stadium operating revenue-SMG	\$ 32,667,250	\$ 28,902,242
NCAA Final Four 2019 concessions	\$ 2,000,000	\$ 1,994,864
MN LOC NCAA Final Four 2019 contribution	\$ 1,321,654	\$ 1,321,655
Miscellaneous revenues	\$ 64,200	\$ 68,722
<b>Total revenues</b>	<b>\$ 51,555,138</b>	<b>\$ 47,857,056</b>
<b>Expenses:</b>		
Personal services	\$ 815,370	\$ 361,383
Professional services	\$ 1,864,450	\$ 1,224,722
Meeting and other expenses		
Supplies and network administration	\$ 221,000	\$ 274,409
Rent, stadium contractual commitments and leases	\$ 857,641	\$ 796,939
Insurance	\$ 190,916	\$ 198,447
Miscellaneous and marketing	\$ 516,668	\$ 304,843
NCAA Final Four event expense	\$ 6,935,989	\$ 6,938,638
Event cabin license fee	\$ 300,000	\$ 300,000
Stadium operating expenses-SMG	\$ 40,720,144	\$ 37,399,959
<b>Total expenses</b>	<b>\$ 52,422,178</b>	<b>\$ 47,799,340</b>
<b>Operating income/(loss)</b>	<b>\$ (867,040)</b>	<b>\$ 57,716</b>
<b>Nonoperating revenues/(expenses):</b>		
Revenues-Investment earnings	\$ 60,000	\$ 279,001
Revenues-Taxes-State of Minnesota	\$ 1,854,554	\$ 2,430,018
Expenses-Stadium project costs	\$ (210,000)	\$ (358,700)
Expenses-Commemorative Brick program	\$ -	\$ (1,210)
<b>Total nonoperating revenues/(expenses)</b>	<b>\$ 1,704,554</b>	<b>\$ 2,349,109</b>
<b>Net income/(loss) before transfers</b>	<b>\$ 837,514</b>	<b>\$ 2,406,825</b>
<b>Transfers:</b>		
Transfer to Capital Reserve fund	\$ (1,000,000)	\$ -
<b>Change in account balance</b>	<b>\$ (162,486)</b>	<b>\$ 2,406,825</b>
<b>Beginning Operating Account Balance</b>	<b>\$ 5,999,496</b>	<b>\$ 5,999,496</b>
<b>Ending Operating Account Balance</b>	<b>\$ 5,837,010</b>	<b>\$ 8,406,321</b>
<b>Capital Reserve Account</b>		
<b>Revenues:</b>		
State of Minnesota Capital payment	\$ 1,636,989	\$ 1,635,387
Minnesota Vikings Capital Cost payment	\$ 1,639,091	\$ 1,593,181
Minnesota NCAA LOC Final Four 2019 Contribution	\$ 1,700,000	\$ 1,700,000
<b>Total revenues</b>	<b>\$ 4,976,080</b>	<b>\$ 4,928,568</b>
<b>Capital expenses</b>	<b>\$ 8,968,792</b>	<b>\$ 7,506,636</b>
<b>Net income/(loss) before transfers</b>	<b>\$ (3,992,712)</b>	<b>\$ (2,578,068)</b>
<b>Transfers:</b>		
Transfer from Operating Account	\$ 1,000,000	\$ -
Transfer from Concession Capital Account	\$ 600,000	\$ -
<b>Total transfers</b>	<b>\$ 1,600,000</b>	<b>\$ -</b>
<b>Change in Account Balance</b>	<b>\$ (2,392,712)</b>	<b>\$ (2,578,068)</b>
<b>Beginning Capital Reserve Account Balance</b>	<b>\$ 4,712,356</b>	<b>\$ 4,712,356</b>
<b>Ending Capital Reserve Account Balance</b>	<b>\$ 2,319,644</b>	<b>\$ 2,134,288</b>
<b>Concession Capital Reserve Account</b>		
<b>Revenues:</b>		
Concession Capital Reserve payment	\$ 850,000	\$ 918,370
<b>Expenses</b>	<b>\$ 1,085,055</b>	<b>\$ 637,738</b>
<b>Net income/(loss) before transfers</b>	<b>\$ (235,055)</b>	<b>\$ 280,632</b>
<b>Transfers:</b>		
Transfer to Capital Reserve Account	\$ (600,000)	\$ -
<b>Change in Account Balance</b>	<b>\$ (835,055)</b>	<b>\$ 280,632</b>
<b>Beginning Concession Capital Reserve Account Balance</b>	<b>\$ 1,429,865</b>	<b>\$ 1,429,865</b>
<b>Ending Concession Capital Reserve Account Balance</b>	<b>\$ 594,810</b>	<b>\$ 1,710,497</b>

### **Exhibit 3**



**MINNESOTA SPORTS  
FACILITIES AUTHORITY**  
MINNEAPOLIS, MINNESOTA

**COMPREHENSIVE ANNUAL  
FINANCIAL REPORT**

**2019**

FOR THE FISCAL YEAR ENDED JUNE 30, 2019



A COMPONENT UNIT OF  
THE STATE OF MINNESOTA



MINNESOTA SPORTS FACILITIES AUTHORITY • MINNEAPOLIS, MINNESOTA

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# COMPREHENSIVE ANNUAL **FINANCIAL REPORT**

FOR THE FISCAL YEAR ENDED JUNE 30, 2019

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— A COMPONENT UNIT OF THE STATE OF MINNESOTA —



FINANCE DEPARTMENT  
1005 FOURTH STREET SOUTH  
MINNEAPOLIS, MINNESOTA 55415-1752





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# INTRODUCTORY SECTION

The Introductory Section contains the letter of transmittal, which provides an overview of the Minnesota Sports Facilities Authority's finances, economic prospects, and achievements. Also, included in this section is the list of commissioners and administrative officials, the organization chart, and the Certificate of Achievement for Excellence in Financial Reporting, awarded by the Government Finance Officers Association. It is the highest form of recognition in governmental financial reporting.



MINNESOTA SPORTS FACILITIES AUTHORITY • MINNEAPOLIS, MINNESOTA

## COMPREHENSIVE ANNUAL **FINANCIAL REPORT** FOR THE FISCAL YEAR ENDED JUNE 30, 2019

— A COMPONENT UNIT OF THE STATE OF MINNESOTA —









November 22, 2019

To the Honorable Chairman and Commissioners of the Minnesota Sports Facilities Authority:

I am pleased to submit to you the Comprehensive Annual Financial Report (CAFR) of the Minnesota Sports Facilities Authority (Authority) for the fiscal year ended June 30, 2019. The financial statements included in this report conform to generally accepted accounting principles as promulgated by the Governmental Accounting Standards Board (GASB). Responsibility for the accuracy of the data and the completeness and fairness of the presentation, including all disclosures, rests with the Authority's management. To the best of my knowledge and belief, the enclosed data are accurate in all material respects and are reported in a manner that presents fairly the financial position and results of operations of the Authority. All necessary disclosures have been included to enable the reader to gain the maximum understanding of the Authority's financial affairs.

The Authority's management is responsible for establishing and maintaining an internal control structure designed to ensure that its assets are protected from loss, theft or misuse and to ensure that adequate accounting data are compiled to allow for the preparation of financial statements in conformity with generally accepted accounting principles. The internal control structure is designed to provide reasonable but not absolute assurance that these objectives are met and that the financial statements will be free from material misstatement. The concept of reasonable assurance recognizes that the cost of a control should not exceed the benefits likely to be derived. The evaluation of costs and benefits requires estimates and judgments by management.

The reader is referred to Management's Discussion and Analysis (MD&A) section for additional information regarding the activities and financial position of the Authority. The MD&A provides a narrative introduction, overview, and analysis of the basic financial statements. The MD&A complements this letter of transmittal and should be read in conjunction with it.

The following subjects are discussed in this letter:

- Profile of the Authority,
- Economic Condition and Outlook,
- Major Initiatives and Accomplishments,
- Independent Audit,
- Awards, and
- Acknowledgments.



## **PROFILE OF THE AUTHORITY**

In May 2012, the Minnesota legislature established the Authority as a public body and political subdivision of the state. Per Minnesota Statutes, 473J.07, Subd. 2 the Authority is comprised of five members, the governor of the state of Minnesota appoints the chair and two additional members, and the mayor of the city of Minneapolis appoints two members. The members serve four-year terms. The governing body sets policy for the administration of the Authority and the executive director directs the Authority's operations and carries out the policies established by the board.

The Authority was established to provide for the construction, financing, and long-term use of U.S. Bank Stadium and related stadium infrastructure as a venue for professional football and a broad range of other civic, community, athletic, educational, cultural, and commercial activities.

In 2018 the Authority began to implement a long-term strategic plan. Management identified the need to address organizational changes and develop a more thoughtful and intentional planning approach than the informal approach used in prior years. A strategic planning project team was established to solicit input from staff, Commissioners, and stadium partners for the creation of the strategic plan.

At its December 21, 2018 board meeting the Authority adopted MSFA Guiding Principles which includes the Authority's Core Values, Purpose, Mission, and Vision. The Authority's core values are: integrity, accountability, equity, community focus and involvement, innovation and responsiveness, and stewardship. The Authority's shared mission with U.S. Bank Stadium is: "We commit to creating memorable experiences through service excellence while providing a safe, world class sports and entertainment environment for all." The Authority's vision is "U.S. Bank Stadium, home of the Minnesota Vikings, will be the world-class entertainment and event facility in this region and be recognized as one of the top venues in the nation." Work on the strategic plan continued into 2019 as the project team refined the plan's goals, objectives and initiatives that will lead the Authority toward long-term success.

## **ECONOMIC CONDITION AND OUTLOOK**

### **Local Economy**

Minnesota is known for its 10,000 lakes, six professional sports teams, the world's largest skyway system, an extensive park, trail and green space system, and its vibrant arts, music, and theatre entertainment districts. The sporting and retail venues are a magnet for entertainment. Guests from the Minneapolis-St. Paul metropolitan area, greater Minnesota, and from other states attend events in and around the stadium.

Minnesota boasts that there are 16 Fortune 500 companies headquartered in the Minneapolis-St. Paul metropolitan area. Corporations in Minnesota are recognized every year for their innovation, sustainability, ethical leadership, brand values, and corporate citizenship.



Employment growth, consumer purchases, and household finances are important economic indicators for the sports and entertainment industry as they influence stadium event attendance, ticket revenues, food and beverage revenues, and event space rental revenues.

The outlook for Minnesota's economy is solid due to its strong labor markets, strong growth in consumer spending, and GDP growth. Minnesota gained 1,100 jobs in August 2019 according to the Minnesota Department of Employment and Economic Development, and the state's seasonally adjusted unemployment rate dropped one-tenth percent to 3.3 percent in August 2019 from 3.4 percent in July 2019. Minnesota's labor force participation rate increased slightly to 70.1 percent as employers continued to add jobs. The Bureau of Labor Statistics reported that in September 2019 the U.S. unemployment rate declined 0.2 percentage point to 3.5 percent, the lowest unemployment rate since December 1969 and 0.2 percentage point lower than the prior year.

Minnesota employers reported 146,513 job vacancies in the second quarter of 2019, the highest total job vacancies on record and an indication that the state's labor market remains tight according to Minnesota Department of Employment and Economic Development. This has led to a strong hiring demand in Minnesota with the largest percentage of job openings in the healthcare and social assistance sector (19.2%), followed by food services (16.9%), retail trade (15.3%), manufacturing (7.6%), and educational services (5.0%).

The Consumer Price Index (CPI) for All Urban Consumers in the Minneapolis-St. Paul-Bloomington metropolitan area increased 1.7 percent from September 2018 to September 2019 as reported by the U.S. Bureau of Labor Statistics. The CPI is a measure of the average change in prices over time in a fixed market basket of goods and services.

The Bureau of Economic analysis estimates that real GDP grew at an annual rate of 2.0 percent during the second quarter of 2019. Minnesota's macroeconomic consultant, IHS Markit, expects GDP to grow 1.6 percent in the third quarter 2019.

## **MAJOR INITIATIVES AND ACCOMPLISHMENTS**

### **Stadium Operator**

SMG continues to aggressively market the stadium for future events and has booked a wide variety of events in U.S. Bank Stadium for its fourth year of operations. In addition to event promotion and sales, SMG is responsible for event services, stadium security, and stadium management and operations. U.S. Bank Stadium's operations are included in the Authority's financial statements. Following are highlights of the 2018-2019 events:

### **Minnesota Vikings Home Football Games, Concerts, Motorsports and Other Events**

Minnesota Vikings kicked off their first 2018 football preseason game at U.S. Bank Stadium on August 18, 2018. Nine additional home football games were hosted in the stadium and the final Minnesota Vikings football game was played on December 30, 2018. Total attendance for all ten games was 565,881.

Four major concerts took to the stage at U.S. Bank Stadium during the year with music for all ages and all genres from pop, hip hop, and country: Jay-Z and Beyonce's *On The Run II Tour* was held on



August 8, 2018, Taylor Swift's *Reputation Tour* was held on August 31 and September 1, 2018, Ed Sheeran's *2018 North American Stadium Tour* was held on October 20, 2018, and Garth Brooks' Stadium Tour was held on May 3 and 4, 2019.

Monster Jam motorsport shows were held on December 8, 2018 and February 16, 2019, and Monster Energy AMA Supercross was held on February 9, 2019. These events were successful in entertaining over 99,000 guests. Minneapolis X Games 2018 held its second stadium event from July 19 to 22, 2018. The Minnesota State High School League also hosted many soccer and football championship games at the stadium in October and November 2018 with a total attendance of 86,362.

### **2019 NCAA Men's Basketball Final Four**

U.S. Bank Stadium hosted the 2019 National Collegiate Athletic Association (NCAA) Final Four Men's Basketball tournament. The event began with open practice sessions for the four teams on Friday, April 5, 2019, then two semifinal games were played on Saturday, April 6, 2019 and the championship game was played on Monday, April 8, 2019. The stadium was transformed from a football field into a basketball court complete with court side seating and bleachers, a center hung scoreboard, and basketball hoops. The stadium's roof and windows were covered with curtains to provide the proper lighting for a basketball tournament, purple stadium seats were removed and replaced with black folding chairs, and a large circular spaceship like scoreboard loomed over the court. Attendance for the three days was 172,299 with food and beverage concession and catering sales of \$4,620,270. This was the largest event held at the stadium.

### **Tour Program**

U.S. Bank Stadium is a popular tourist activity for guests to learn the facts and figures of the stadium's operations, view the beautiful artwork throughout the stadium, and experience the clubs and stadium's back-of-house operations. Over 43,000 guests from all fifty states and many countries toured the stadium from August 2018 through June 2019. There were 1,114 public tours, 162 group tours, and 312 event tours. SMG offered customized educational tours for elementary, middle school and high school students. Approximately 9,100 students participated in the two-hour Sustainability Education tours and Career Path Education tours. Students journeyed through the stadium while the tour guides linked the stadium's operations to the tour's topics.

### **Future Events**

Planning is underway for future events to be hosted at U.S. Bank Stadium. The following events will be hosted in U.S. Bank Stadium in the next year:

- 10 NFL Minnesota Vikings home football games
- 1 large concert
- 2 Monster Jam events
- 2020 D1 Men's Wrestling Championships
- Minneapolis X Games 2019
- Many tradeshows, galas, turf and club events
- High school and collegiate baseball, soccer and football games



### **Stadium Concessionaire**

Aramark Sports and Entertainment Services, LLC (Aramark) the stadium's food and beverage service, premium catering service, and concession services provider reported gross sales of \$37,854,235 for its third year of operations at U.S. Bank Stadium. Aramark paid commissions on certain food and beverage sales to the Minnesota Vikings for their events and the Authority reported food and beverage commission revenues of \$6,781,700 for the third year of operations for Authority events. The Authority also reported capital contributions of \$918,370 from Aramark, which is 2.5 percent of commissionable gross food and beverage sales, for deposit into the Authority's concession capital reserve account.

### **Capital improvements**

The following capital and concession capital improvements were made to U.S. Bank Stadium during the fiscal year:

- Installation of stadium darkening solution \$5,214,144
- Electrical and HVAC modifications to the stadium \$800,979
- Installation of Americans with Disabilities Act (ADA) platform railings \$204,378
- Aramark office modifications \$173,776
- Exterior door modifications \$95,450
- Purchase of various equipment items \$127,457
- Installation of signage and graphics in the stadium \$85,806
- Plaza building modifications \$54,959
- Purchase of concession equipment \$50,421
- Installation of broadcast cabling in the stadium \$48,681
- Elevator audio system improvements \$37,117
- Construction of a mother's suite in the stadium \$30,232

### **Sustainability**

Sustainability initiatives continue to expand and improve at U.S. Bank Stadium. U.S. Green Building Council awarded Leadership in Energy and Environmental Design (LEED) GOLD Certification for Design and Construction to U.S. Bank Stadium in 2017 and it awarded LEED Platinum Certification for Operations and Maintenance in 2019. More information about the LEED program may be found in the Award section of this letter.

U.S. Bank Stadium's environmental practices in water reduction, waste diversion/reduction, energy efficiency, promotion of alternative transportation, and education continue to make the stadium more efficient and cost effective. During its first three years of operations the stadium has:

- Received a Bike Friendly Business Certification for supplying over 180 bike racks,
- Diverted 1,862,000 pounds of recyclable materials and 950,000 pounds of compost materials from the landfill,
- Donated 25,000 pounds of food,
- Used renewable energy credits to power the stadium 100% by wind energy, and
- Maximized the stadium's eco-friendly design features including the usage of natural daylight and heating/cooling benefits of the Ethylene tetrafluorethylene (ETFE) roof structure.



### **Downtown East Parking Garage and Mills Fleet Farm Parking Garage**

The Authority owns the Downtown East Parking Garage which has 455 parking spaces and is located beneath the stadium plaza on a site adjacent to the stadium. The Authority also owns the six-level Mills Fleet Farm Parking Garage which has 1,610 parking spaces and is connected via the stadium skyway to U.S. Bank Stadium. Beginning on December 31, 2015 Ryan Companies assumed operational responsibility for the ramps. Ryan Companies hired a parking management company to operate both parking facilities. All parking revenues belong to Ryan Companies during their management period and they are responsible for all parking expenses.

### **INDEPENDENT AUDIT**

The Authority's financial statements have been audited as required by state statute and received an unmodified opinion by the accounting firm of CliftonLarsonAllen LLP (CLA). Minnesota Statutes 473J.07, subd.7, requires the Minnesota Office of the Legislative Auditor (Legislative Auditor) conduct an annual audit of the financial statements of the Authority. The Legislative Auditor delegated this responsibility for the current audit to CLA. In addition to meeting the requirements of the state statutes, the audit was designed to meet the requirements of the auditing standards generally accepted in the United States of America and the standards applicable to financial audits contained in *Government Auditing Standards*, issued by the Comptroller General of the United States. The report of the independent auditors on the basic financial statements can be found in the financial section of this annual report.

### **AWARDS**

#### ***Certificate of Achievement for Excellence in Financial Reporting***

The Government Finance Officers Association of the United States and Canada (GFOA) awarded the Authority with the Certificate of Achievement for Excellence in Financial Reporting to the Authority for its CAFR for the fiscal year ended June 30, 2018. This was the sixth year that the Authority received this prestigious award. In order to be awarded a Certificate of Achievement, a governmental unit must publish an easily readable and efficiently organized comprehensive annual financial report, the contents of which conform to program standards. This report must satisfy both generally accepted accounting principles and applicable legal requirements. The Certificate of Achievement is a prestigious national award which recognizes conformance with the highest standards for preparation of state and local government financial reports. The Certificate of Achievement is valid for a period of one year only. Management believes that the current CAFR meets the Certificate of Achievement Program's requirements, and it will be submitted to the GFOA to determine its eligibility for another certificate.

#### ***2019 LEED Platinum Certification - Operations and Maintenance***

U.S. Bank Stadium was the first professional sports stadium to achieve Leadership in Energy and Environmental Design (LEED) Platinum certification using the Arc performance platform. The stadium earned the designation using the Building Operations and Maintenance (O&M) rating system for existing buildings. LEED platinum is the highest rating level offered through the LEED program that was created by U.S. Green Building Council. This prestigious recognition signifies achievements in sustainability for the ongoing daily operations and maintenance of U.S. Bank Stadium.



***2019 Venue Excellence Award***

U.S. Bank Stadium was recognized with the Venue Excellence Award a prestigious award for operational excellence from the International Association of Venue Managers. This award annually recognizes five venues that demonstrate excellence in the management and operation of a public assembly venue. A wide array of venues may apply for the award including: amphitheaters, arenas, auditoriums, casinos, complexes, convention centers, exhibit halls, fair/festival grounds, performing arts centers, race tracks, stadiums and university venues. Award criteria included operational excellence, safety and security, team building/professional development, and service to the community.

***2019 Best Sports Venue***

Minnesota Meetings & Events has an annual Best of Awards program that honors “the best” in various categories in the regional meetings and events industry. The awards are a celebration of the hard work and above-and-beyond service of suppliers who help planners be at the top of their game. U.S. Bank Stadium was awarded the 2019 Best Sports Venue.

**ACKNOWLEDGMENTS**

I express my sincere appreciation to Suzanne Arcand, Elizabeth Proeitz, and Caryn Goettsch, RSM, who contributed to this report. They have my sincere appreciation for the contributions they made in the preparation of this report. Appreciation is also expressed to the Commissioners for their cooperation and outstanding assistance in matters pertaining to the financial affairs of the Authority.

Respectfully submitted,

A handwritten signature in black ink that reads "Mary Fox-Stroman". The signature is written in a cursive, flowing style.

Mary Fox-Stroman, CPA  
Director of Finance





Government Finance Officers Association

**Certificate of  
Achievement  
for Excellence  
in Financial  
Reporting**

Presented to

**Minnesota Sports Facilities Authority**

For its Comprehensive Annual  
Financial Report  
for the Fiscal Year Ended

**June 30, 2018**

*Christopher P. Morrell*

Executive Director/CEO



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## COMMISSIONERS and ADMINISTRATIVE OFFICIALS

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June 30, 2019



### COMMISSIONERS (left to right)

TONY SERTICH • MIKE VEKICH  
BARBARA BUTTS WILLIAMS • BILL MCCARTHY

COMMISSIONERS <sup>1</sup>	TERM OF OFFICE	
	Appointed	End of Term
MICHAEL VEKICH, <i>Chair</i>	July 2017	January 2023
BARBARA BUTTS WILLIAMS, <i>Vice Chair</i>	June 2012	December 2019
TONY SERTICH, <i>Secretary &amp; Treasurer</i>	August 2015	December 2019
BILL MCCARTHY	June 2012	December 2020

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### KEY ADMINISTRATIVE STAFF

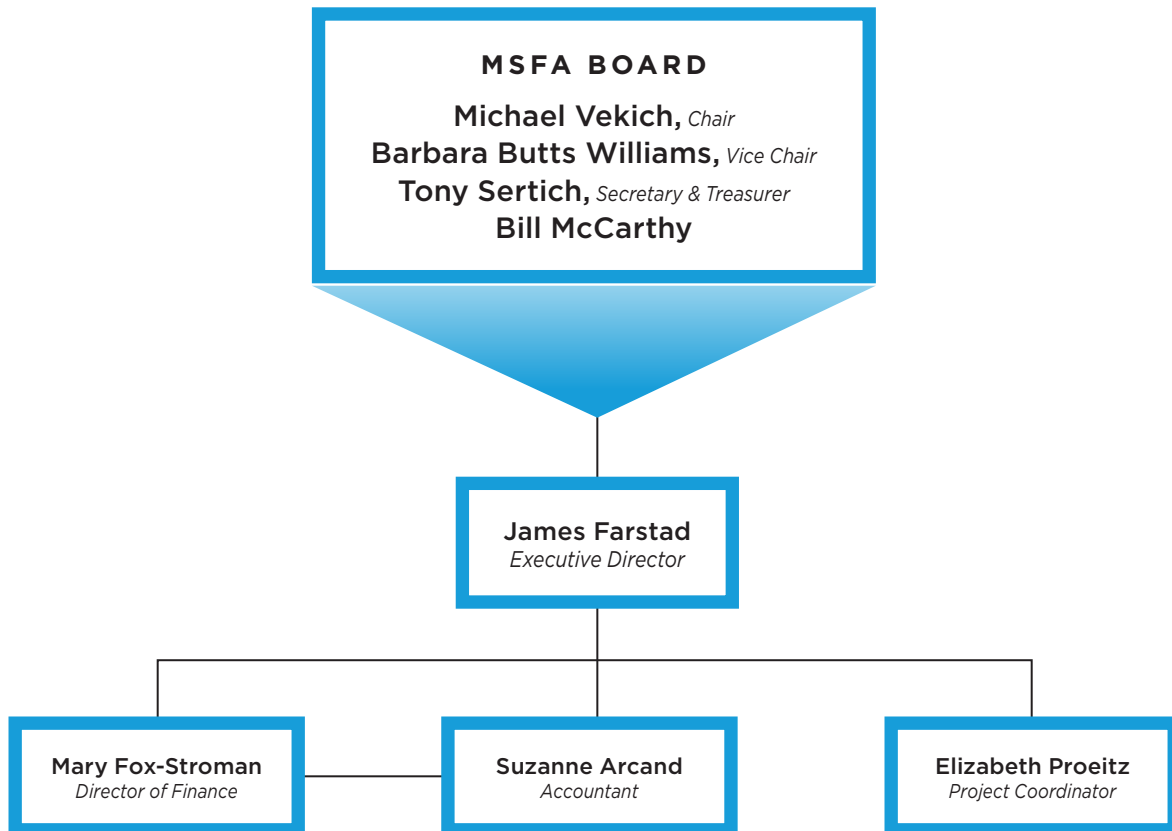
**Executive Director**  
JAMES FARSTAD

**Director of Finance**  
MARY FOX-STROMAN, CPA

<sup>1</sup> Ms. Angela Burns Finney was appointed by Governor Walz as a Commissioner in September 2019, her position was vacant from December 2018 until her appointment.

## ORGANIZATION CHART

AS OF JUNE 30, 2019



# FINANCIAL SECTION

The Financial Section includes the independent auditors' report, management's discussion and analysis, and the basic financial statements including the notes to the financial statements, and required supplementary information.



MINNESOTA SPORTS FACILITIES AUTHORITY • MINNEAPOLIS, MINNESOTA

## COMPREHENSIVE ANNUAL **FINANCIAL REPORT** FOR THE FISCAL YEAR ENDED JUNE 30, 2019

— A COMPONENT UNIT OF THE STATE OF MINNESOTA —









CliftonLarsonAllen LLP  
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## INDEPENDENT AUDITORS' REPORT

Board of Commissioners  
Minnesota Sports Facilities Authority  
Minneapolis, Minnesota

### **Report on the Financial Statements**

We have audited the accompanying financial statements of the Minnesota Sports Facilities Authority, a component unit of the state of Minnesota, as of and for the year ended June 30, 2019, and the related notes to the financial statements, which collectively comprise the Minnesota Sports Facilities Authority's basic financial statements as listed in the table of contents.

### ***Management's Responsibility for the Financial Statements***

Management is responsible for the preparation and fair presentation of these financial statements in accordance with accounting principles generally accepted in the United States of America; this includes the design, implementation, and maintenance of internal control relevant to the preparation and fair presentation of financial statements that are free from material misstatement, whether due to fraud or error.

### ***Auditors' Responsibility***

Our responsibility is to express opinions on these financial statements based on our audit. We conducted our audit in accordance with auditing standards generally accepted in the United States of America and the standards applicable to financial audits contained in *Government Auditing Standards*, issued by the Comptroller General of the United States. Those standards require that we plan and perform the audit to obtain reasonable assurance about whether the financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditors' judgment, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. Accordingly, we express no such opinion. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of significant accounting estimates made by management, as well as evaluating the overall presentation of the financial statements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinions.

### ***Opinion***

In our opinion, the financial statements referred to above present fairly, in all material respects, the respective financial position the Minnesota Sports Facilities Authority as of June 30, 2019, and the respective changes in financial position and cash flows thereof for the year then ended in accordance with accounting principles generally accepted in the United States of America.

### ***Other Matters***

#### ***Required Supplementary Information***

Accounting principles generally accepted in the United States of America require that the management's discussion and analysis, the schedule of the Authority's share of the net pension liability – State Employees Retirement Fund, and the schedule of the Authority's contributions – State Employees Retirement Fund, as listed in the table of contents be presented to supplement the basic financial statements. Such information, although not a part of the basic financial statements, is required by the Governmental Accounting Standards Board who considers it to be an essential part of financial reporting for placing the basic financial statements in an appropriate operational, economic, or historical context. We have applied certain limited procedures to the required supplementary information in accordance with auditing standards generally accepted in the United States of America, which consisted of inquiries of management about the methods of preparing the information and comparing the information for consistency with management's responses to our inquiries, the basic financial statements, and other knowledge we obtained during our audit of the basic financial statements. We do not express an opinion or provide any assurance on the information because the limited procedures do not provide us with sufficient evidence to express an opinion or provide any assurance

#### ***Other Information***

Our audit was conducted for the purpose of forming opinions on the financial statements that collectively comprise the Minnesota Sports Facilities Authority's basic financial statements. The introductory and statistical sections are presented for purposes of additional analysis and are not a required part of the basic financial statements. They have not been subjected to the auditing procedures applied in the audit of the basic financial statements, and accordingly, we do not express an opinion or provide any assurance on it.

### ***Other Reporting Required by Government Auditing Standards***

In accordance with *Government Auditing Standards*, we have also issued our report dated November 22, 2019, on our consideration of the Minnesota Sports Facilities Authority's internal control over financial reporting and on our tests of its compliance with certain provisions of laws, regulations, contracts, and grant agreements and other matters. The purpose of that report is solely to describe the scope of our testing of internal control over financial reporting and compliance and the results of that testing, and not to provide an opinion on the effectiveness of Minnesota Sports Facilities Authority's internal control over financial reporting or on compliance. That report is an integral part of an audit performed in accordance with *Government Auditing Standards* in considering Minnesota Sports Facilities Authority's internal control over financial reporting and compliance.



**CliftonLarsonAllen LLP**

Minneapolis, Minnesota  
November 22, 2019

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## MANAGEMENT'S DISCUSSION AND ANALYSIS

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This section of the Minnesota Sports Facilities Authority (Authority) Comprehensive Annual Financial Report (CAFR) presents a narrative overview and analysis of the Authority's financial performance for the fiscal year ended June 30, 2019. The intent of this discussion and analysis is to look at the Authority's financial performance as a whole. We encourage readers to consider the information presented here in conjunction with additional information that we have furnished in the Letter of Transmittal, located in the Introductory Section of the CAFR.

### Financial Highlights

The basic financial statements report information about the Authority using the economic resources measurement focus and accrual basis of accounting. Key financial highlights for the Authority's fiscal year ended June 30, 2019 are as follows:

- Overall, the Authority's net position decreased \$42,093,207, from \$1,049,839,413 as of June 30, 2018 to \$1,007,746,206 as of June 30, 2019.
- Operating expenses of \$99,110,542 exceeded operating revenues of \$47,857,056 resulting in an operating loss of \$51,253,486 for the fiscal year ended June 30, 2019. Depreciation expense of \$50,675,172 was the largest operating expense.
- The net increase in capital assets was \$5,655,035 as of June 30, 2019. The largest capital project this year was installation of a darkening solution to limit natural light exposure in the stadium for \$5,280,844.

### Overview of the Financial Statements

This discussion and analysis is intended to serve as an introduction to the Authority's basic financial statements. The financial section of this report consists of:

- (1) Independent Auditors' Report
- (2) Management's Discussion and Analysis (presented here)
- (3) Basic (Enterprise fund) Financial Statements:
  - a. Statement of net position
  - b. Statement of revenues, expenses, and changes in net position
  - c. Statement of cash flows
- (4) Notes to the Financial Statements

This report also includes other required supplementary information in addition to the basic financial statements.

The Authority uses fund accounting to ensure and demonstrate compliance with finance related legal requirements. The Authority maintains one proprietary fund, an enterprise fund. The enterprise fund financial statements report information about the Authority using accounting methods similar to those used by private-sector businesses in which costs are recovered primarily through user charges. Enterprise fund financial statements provide both short-term and long-term financial information about the Authority's overall financial status. The statements present information on the Authority's assets, deferred outflows of resources, liabilities, deferred inflows of resources and net position and show how net position has changed during the year. These financial statements and explanatory notes are prepared in conformance with generally accepted governmental accounting principles, and are reported using the accrual basis of accounting.

**Statement of net position**

The statement of net position presents information on the financial resources and obligations of the Authority on June 30, 2019. The difference between the sum of total assets and deferred outflows of resources and the sum of total liabilities and deferred inflows of resources is net position. Over time, increases or decreases in net position may serve as a useful indicator of whether the financial health of the Authority is improving or deteriorating.

**Statement of revenues, expenses and changes in net position**

The statement of revenues, expenses and changes in net position presents information showing how the Authority's net position changed during the fiscal year ended June 30, 2019. All of the fiscal year's revenues and expenses are accounted for in this statement, regardless of when cash is received or paid.

**Statement of cash flows**

The statement of cash flows reports cash and cash equivalent activities for the fiscal year ended June 30, 2019 as a result of operating, noncapital financing, capital, and investing activities.

**Notes to the financial statements**

The notes to the financial statements provide additional information that is essential to a full understanding of the data provided in the enterprise fund financial statements.

**Required supplementary information**

The required supplementary information consists of two schedules, Schedule of the Authority's Share of Net Pension Liability State Employees Retirement Fund and Schedule of Authority's Contributions State Employees Retirement Fund.



## Financial Analysis

### Statement of Net Position

Following is a table that presents the Authority's Statement of Net Position as of June 30, 2019 and 2018:

#### Statement of Net Position at June 30, 2019 and 2018

	<u>June 30, 2019</u>	<u>June 30, 2018</u>	<u>Increase/ (decrease)</u>
<b>ASSETS:</b>			
Current and other assets	\$23,070,700	\$36,239,958	(\$13,169,258)
Capital assets (net of accumulated depreciation)	1,000,408,761	1,044,474,586	(44,065,825)
Noncurrent assets	<u>6,639,163</u>	<u>8,452,625</u>	<u>(1,813,462)</u>
<b>Total assets</b>	<b><u>1,030,118,624</u></b>	<b><u>1,089,167,169</u></b>	<b><u>(59,048,545)</u></b>
<b>DEFERRED OUTFLOWS OF RESOURCES:</b>			
Deferred outflows of resources related to pensions	<u>241,494</u>	<u>881,804</u>	<u>(640,310)</u>
<b>LIABILITIES:</b>			
Current liabilities	13,599,075	28,702,479	(15,103,404)
Noncurrent liabilities	<u>8,038,239</u>	<u>10,224,082</u>	<u>(2,185,843)</u>
<b>Total liabilities</b>	<b><u>21,637,314</u></b>	<b><u>38,926,561</u></b>	<b><u>(17,289,247)</u></b>
<b>DEFERRED INFLOWS OF RESOURCES:</b>			
Deferred inflows of resources related to pensions	<u>976,598</u>	<u>1,282,999</u>	<u>(306,401)</u>
<b>NET POSITION:</b>			
Investment in capital assets	1,000,408,761	1,044,474,586	(44,065,825)
Restricted for capital projects	3,845,171	5,993,494	(2,148,323)
Unrestricted	<u>3,492,274</u>	<u>(628,667)</u>	<u>4,120,941</u>
<b>Total net position</b>	<b><u>\$1,007,746,206</u></b>	<b><u>\$1,049,839,413</u></b>	<b><u>(\$42,093,207)</u></b>

The Authority's net position decreased 4.0 percent to \$1,007,746,206. The three components of net position are: investment in capital assets, restricted for capital projects, and unrestricted. The largest portion of the Authority's net position (99.3%) at June 30, 2019 reflects its investment in capital assets of \$1,000,408,761. These assets are comprised of land, construction in progress, buildings, building equipment, land improvements, and equipment of U.S. Bank Stadium, Mills Fleet Farm Parking Garage, and the Downtown East Parking Garage. Accordingly, these assets are not available for future spending. Restricted net position at June 30, 2019 was \$3,845,171 and this represents resources that are restricted for future capital purchases. Unrestricted net position at June 30, 2019 was \$3,492,274. These resources are available and may be used to meet the Authority's ongoing and future obligations.

## Summary of Changes in Net Position

The following table summarizes the changes in net position for the fiscal year ended June 30, 2019 and 2018.

### Summary of Changes in Net Position

	<u>June 30, 2019</u>	<u>June 30, 2018</u>	<u>Increase/ (decrease)</u>
Operating revenues	\$47,857,056	\$44,896,992	\$2,960,064
Operating expenses	<u>(99,110,542)</u>	<u>(95,451,522)</u>	<u>(3,659,020)</u>
<b>Total operating income or (loss)</b>	<b>(51,253,486)</b>	<b>(50,554,530)</b>	<b>(698,956)</b>
Nonoperating revenues (expenses):			
Nonoperating revenues	3,739,117	6,539,620	(2,800,503)
Nonoperating expenses	<u>(1,650,775)</u>	<u>(4,874,956)</u>	<u>3,224,181</u>
Total nonoperating revenues (expenses)	2,088,342	1,664,664	423,678
<b>(Loss) before capital contributions</b>	<b>(49,165,144)</b>	<b>(48,889,866)</b>	<b>(275,278)</b>
Capital contributions	7,071,937	6,462,962	608,975
<b>Changes in net position</b>	<b>(42,093,207)</b>	<b>(42,426,904)</b>	<b>333,697</b>
Total net position-beginning of year	<u>1,049,839,413</u>	<u>1,092,266,317</u>	<u>(42,426,904)</u>
<b>Total net position-end of year</b>	<b><u>\$1,007,746,206</u></b>	<b><u>\$1,049,839,413</u></b>	<b><u>(\$42,093,207)</u></b>

Operating revenues, which include operating payments from the state of Minnesota and Minnesota Vikings, stadium operating revenues, and other revenues, increased \$2,960,064 (6.6 percent) to \$47,857,056. Factors contributing to these results are:

- Stadium operating revenues increased \$1,240,522 (4.2 percent) from the prior fiscal year primarily due to a one-time major event, the 2019 NCAA Final Four Men's Basketball tournament, was hosted by U.S. Bank Stadium in April 2019. The Authority received commissions from food and beverage concession and catering sales, merchandise sales, and program revenues of \$1,994,864 from this event.
- Operating payments from the state of Minnesota and Minnesota Vikings increased by \$423,272 (2.8 percent) from the prior fiscal year due to the Minnesota Vikings' contractually required payment increase of 3 percent per year and the state of Minnesota's annual adjustment factor.
- Other revenues increased \$1,296,270 from the prior year mainly due to the Authority receiving a contribution of \$1,321,654 from the Minneapolis Final Four Local Organizing Committee as a funding source for the 2019 NCAA Final Four Men's Basketball event related expenses.

Operating expenses, which include personal services, professional services, supplies, repairs and maintenance, rent, other expenses, stadium operating expenses, and depreciation, increased \$3,659,020 (3.8 percent) to \$99,110,542. Factors contributing to these results are:

- Stadium operating expenses increased \$6,920,832 (18.5 percent) from the prior fiscal year due to an increase in event service expenses for the 2019 NCAA Final Four Men's Basketball event. This was a one-time cost for hosting this national event at the stadium.
- Other expenses decreased \$2,400,210. The Authority was mandated by state statute to reimburse sales tax expenses related to Super Bowl LII to a maximum of \$1,600,000 to the National Football League, its affiliates, and the Minnesota Super Bowl Host Committee. Super Bowl LII was held on February 4, 2018 and reimbursement expenses of \$1,600,000 were reported in the prior year.

### Capital Assets

The following table compares the Authority's capital assets as of June 30, 2019 and 2018 net of accumulated depreciation:

	<b><u>Capital Assets</u></b>		
	<b><u>June 30, 2019</u></b>	<b><u>June 30, 2018</u></b>	<b><u>Increase/ (decrease)</u></b>
<b>CAPITAL ASSETS: (net of depreciation):</b>			
Non-depreciable-			
Land	\$31,983,174	\$31,983,174	\$-
Construction in progress	544,162	232,463	311,699
<b>Depreciable-</b>			
Buildings	766,770,828	794,943,290	(28,172,462)
Building equipment	79,991,868	85,929,055	(5,937,187)
Land improvements	28,000,173	29,633,884	(1,633,711)
Equipment	93,118,556	101,752,720	(8,634,164)
<b>Total capital assets</b>	<b><u>\$1,000,408,761</u></b>	<b><u>\$1,044,474,586</u></b>	<b><u>(\$44,065,825)</u></b>

The Authority's investment in capital assets as of June 30, 2019 was \$1,000,408,761 (net of accumulated depreciation) and consists of land, construction in progress, buildings, building equipment, land improvements, and equipment of U.S. Bank Stadium, Mills Fleet Farm Parking Garage, and Downtown East Parking Garage. Total capital assets decreased \$44,065,825 from the prior year. This decrease is primarily due to depreciation expense of \$50,675,172.

Additional information on the Authority's capital assets can be found in the notes to the financial statements, see note I.C.5 and note II.C.

### Next Year's Budget

An annual operating budget is adopted on a basis consistent with generally accepted accounting principles. Discussion and preparation of the fiscal year 2019-2020 annual operating and capital budgets began in March 2019. The Authority then approved and adopted the 2019-2020 operating and capital budgets in June 2019. This budget process will be followed for adoption of the 2020-2021 budget. Per Minnesota Statutes 3.8842, the Legislative Commission on Minnesota Sports Facilities

(Legislative Commission) is required to oversee the Authority's operating and capital budgets. An annual report is presented to the Legislative Commission. Staff presents quarterly budget reports to the Authority.

The Authority's adopted 2019-2020 operating budget includes operating revenues of \$41,688,477 which includes: stadium operating payments from the state of Minnesota of \$6,672,378 and the Minnesota Vikings of \$9,288,180 for a combined total of \$15,960,558, stadium operating revenues of \$25,663,719, and miscellaneous revenues of \$64,200. Also included in this budget are operating expenses of \$38,939,699 which includes stadium operating expenses of \$34,630,201, professional services of \$1,609,725, rent \$957,569, personal services of \$712,866, supplies, repairs and maintenance of \$221,000, and other expenses of \$808,338.

Operating revenues of \$41,688,477 are budgeted to exceed operating expenses of \$38,939,699 for total operating income of \$2,748,778. Also, sales tax revenues of \$2,430,018, and investment earnings of \$84,000 are included in the budget as nonoperating revenues. Net income is budgeted to be \$5,262,796.

In addition to the 2019-2020 operating budget, the capital and concession capital budget includes capital expenses of \$3,444,721 and concession capital expenses of \$705,080. These expenses will be funded by capital revenues from the state of Minnesota and the Minnesota Vikings of \$3,356,358 and the 2.5 percent concession capital reserve payment of \$800,000.

The Authority considered the following factors when setting the 2019-2020 budget and fees that will be charged for use of U.S. Bank Stadium:

- Stadium event schedule,
- Number and type of stadium events,
- Stadium event attendance,
- Stadium rental pricing, and
- Product pricing.

### **Requests for Information**

This financial report is designed to provide a general overview of the Authority's finances for all those with an interest in its financial position and to demonstrate the Authority's accountability for the money it receives. Questions concerning any of the information provided in this report or requests for additional information should be addressed to the Director of Finance, Minnesota Sports Facilities Authority, 1005 Fourth Street South, Minneapolis, Minnesota 55415. This report may also be found on the Authority's website at [www.msfa.com](http://www.msfa.com).

**MINNESOTA SPORTS FACILITIES AUTHORITY**  
**STATEMENT OF NET POSITION**  
**June 30, 2019**

**ASSETS**

Current assets:

Cash and cash equivalents	\$15,480,449
Restricted cash and cash equivalents	360,020
Investments	25,773
Receivables:	
Accounts and other receivables	3,712,088
Construction contributions receivable	2,964,298
Prepaid items	528,072
Total current assets	<u>23,070,700</u>

Noncurrent assets:

Restricted investments	<u>6,328,143</u>
Capital assets:	
Non-depreciable:	
Land	31,983,174
Construction in progress	544,162
Depreciable:	
Buildings	853,470,644
Building equipment	101,209,764
Land improvements	32,916,971
Equipment	132,387,950
Accumulated depreciation	(152,103,904)
Total capital assets (net of accumulated depreciation)	<u>1,000,408,761</u>
Prepaid project insurance	<u>311,020</u>
Total noncurrent assets	<u>1,007,047,924</u>
Total assets	<u>1,030,118,624</u>

**DEFERRED OUTFLOWS OF RESOURCES**

Deferred outflows of resources related to pensions	<u>241,494</u>
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**LIABILITIES**

Current liabilities:

Salaries and compensated absences payable	451,365
Accounts and other payables	2,549,269
Construction retainage payable	1,616,241
Advanced ticket sales and deposits	5,303,691
Restricted stadium builders licenses liability	119,169
Revenue sharing distribution payable	650,379
Unearned revenue	2,908,961
Total current liabilities	<u>13,599,075</u>

Noncurrent liabilities:

Compensated absences payable	39,318
Net pension liability	162,375
Unearned revenue	7,836,546
Total liabilities	<u>21,637,314</u>

**DEFERRED INFLOWS OF RESOURCES**

Deferred inflows of resources related to pensions	<u>976,598</u>
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**NET POSITION**

Investment in capital assets	1,000,408,761
Restricted for capital projects	3,845,171
Unrestricted	3,492,274
Total net position	<u>\$1,007,746,206</u>

The notes to the financial statements are an integral part of this statement.

**MINNESOTA SPORTS FACILITIES AUTHORITY**  
**STATEMENT OF REVENUES, EXPENSES AND CHANGES IN NET POSITION**  
**For the Fiscal Year Ended June 30, 2019**

Operating revenues:	
Operating payments from state of Minnesota and Minnesota Vikings	\$15,569,573
Stadium operating revenues	30,897,106
Other revenues	1,390,377
Total operating revenues	47,857,056
Operating expenses:	
Personal services	361,383
Professional services	1,224,722
Supplies, repairs and maintenance	910,439
Rent	796,939
Other expenses	803,290
Stadium operating expenses	44,338,597
Depreciation	50,675,172
Total operating expenses	99,110,542
Total operating (loss)	(51,253,486)
Nonoperating revenues (expenses):	
Investment earnings	303,420
Other contributions for stadium project	1,005,680
Sales tax revenues	2,430,017
Stadium project expenses	(386,289)
Stadium builders licenses expenses	(513,393)
Commemorative brick expenses	(1,210)
Loss on disposal of assets	(749,883)
Total nonoperating revenues	2,088,342
(Loss) before capital contributions	(49,165,144)
Capital contributions	7,071,937
Change in net position	(42,093,207)
Total net position, July 1, 2018	1,049,839,413
Total net position, June 30, 2019	\$1,007,746,206

The notes to the financial statements are an integral part of this statement.

**MINNESOTA SPORTS FACILITIES AUTHORITY**  
**STATEMENT OF CASH FLOWS**  
**For the Fiscal Year Ended June 30, 2019**

**CASH FLOWS FROM OPERATING ACTIVITIES**

Receipts from state of Minnesota and Minnesota Vikings	\$16,247,255
Receipts from events	24,183,942
Receipts from food and beverage commissions	6,781,700
Receipts from others	2,042,657
Payments for employee services	(11,191,455)
Payments to suppliers and others	(27,499,403)
Payments for event and stadium operations	(21,017,046)
Net cash (used for) operating activities	(10,452,350)

**CASH FLOWS FROM NONCAPITAL FINANCING ACTIVITIES**

Sales taxes received from state of Minnesota	2,238,197
Other contributions received for stadium project	1,005,680
Payments for stadium project	(368,388)
Net cash provided by noncapital financing activities	2,875,489

**CASH FLOWS FROM CAPITAL ACTIVITIES**

Capital contributions received	5,898,774
Acquisition and construction of assets	(7,054,298)
Payments for commemorative bricks	(1,210)
Net cash (used for) capital activities	(1,156,734)

**CASH FLOWS FROM INVESTING ACTIVITIES**

Proceeds from sales and maturities of investments	25,680,030
Purchase of investments	(21,822,851)
Interest on investments	264,940
Net cash provided by investing activities	4,122,119
Net (decrease) in cash and cash equivalents	(4,611,476)

Cash and cash equivalents, July 1, 2018	20,451,945
Cash and cash equivalents, June 30, 2019	\$15,840,469

**Reconciliation of operating (loss) to net cash (used for) operating activities:**

Operating (loss)	(\$51,253,486)
Adjustments to reconcile operating loss to net cash (used for) operating activities:	
Depreciation expense	50,675,172
Change in assets and liabilities:	
Decrease in accounts receivable	3,938,980
Decrease in prepaid items	339,030
Decrease in net pension liability and related deferred inflows and deferred outflows	(542,223)
Increase in salaries and compensated absences payable and accounts and other payables	504,502
Increase in revenue sharing distribution payable	338,850
(Decrease) in unearned revenues	(82,568)
(Decrease) in advanced ticket sales and deposits	(14,370,607)
Total adjustments	40,801,136
Net cash (used for) operating activities	(\$10,452,350)

**Noncash investing, capital and financing activities:**

Increase in fair value of investments	\$62,710
Accrued capital contributions	\$1,620,370

The notes to the financial statements are an integral part of this statement.

**I. Summary of significant accounting policies**

**A. Organization and reporting entity**

1. Organization

In May 2012, the Minnesota legislature enacted 2012 Minnesota Laws, Chapter 299 (codified at Minnesota Statutes Chapter 473J) to establish the Minnesota Sports Facilities Authority (Authority). The Authority is comprised of five board members: the chair and two members appointed by the governor of Minnesota and two members appointed by the mayor of the city of Minneapolis. Members serve four-year terms beginning January 1. The chair serves at the pleasure of the governor. The board makes policies for the administration of the Authority and it appoints an executive director to act as the administrative head of the Authority. The executive director serves at the pleasure of the board, carries out the policies established by the board, directs business and administrative procedures, and recommends personnel to be appointed by the board.

The Authority was created to provide for the construction, financing, and long-term operation of U.S. Bank Stadium and the related stadium infrastructure as a venue for professional football and a broad range of other civic, community, athletic, educational, cultural and commercial activities.

2. Financial reporting entity

As defined by U.S. generally accepted accounting principles (GAAP), the financial reporting entity consists of a primary government, as well as its component units, which are legally separate organizations for which the officials of the primary government are financially accountable. Financial accountability is defined as:

- a. Appointment of a voting majority of the component unit's board and either (1) the ability to impose will by the primary government or (2) the possibility that the component unit will provide a financial benefit to or impose a financial burden on the primary government; or
- b. Fiscal dependency on the primary government.

Based upon the application of these criteria, the Authority has no component units. However, the Authority is a component unit of the state of Minnesota because the governor appoints three of the five board members and the state of Minnesota is responsible for the debt incurred for the Authority's share of the cost of construction of the stadium and stadium infrastructure.

**B. Basis of presentation and measurement focus**

1. Basis of presentation

The financial statements of the Authority have been prepared in conformity with GAAP as applied to government units in the United States of America. The Governmental Accounting Standards Board (GASB) is the accepted primary standard-setting body for establishing governmental accounting and financial reporting principles. Significant accounting policies of the Authority are described below.



**I. Summary of significant accounting policies** (continued)

The Authority reports its activities as a business-type activity. The operations of the Authority are accounted for in an enterprise fund which is a set of self-balancing accounts comprised of assets, deferred outflows of resources, liabilities, deferred inflows of resources, net position, revenues, and expenses. The fund is used to account for the operation of U.S. Bank Stadium and related stadium infrastructure. The financial statements include a statement of net position, a statement of revenues, expenses, and changes in net position, and a statement of cash flows. All assets, deferred outflows of resources, liabilities (whether current or noncurrent), and deferred inflows of resources are included on the statement of net position. Reported net position is segregated into three categories: investment in capital assets, restricted, and unrestricted. The statement of revenues, expenses, and changes in net position presents increases (revenues) and decreases (expenses) in total net position.

**2. Measurement focus and basis of accounting**

The Authority's enterprise fund financial statements are reported using the economic resources measurement focus and the accrual basis of accounting. Revenues are recorded when earned, and expenses are recorded at the time liabilities are incurred, regardless of when the related cash flows take place.

**C. Assets, deferred outflows of resources, liabilities, deferred inflows of resources, and net position**

**1. Cash, cash equivalents and investments**

The Authority has defined cash and cash equivalents as cash on hand, cash on deposit in demand deposit accounts, commercial paper, and short-term investments with original maturities of three months or less from the date of acquisition. Authority deposits are backed by a combination of Federal Deposit Insurance Corporation (FDIC) and a letter of credit from Federal Home Loan Bank for the account of U.S. Bank National Association, Cincinnati, Ohio for an amount of \$3 million. The letter of credit is irrevocable, unconditional, and nontransferable. Certain accounts are segregated and classified as restricted and may not be used except in accordance with contractual terms.

The Authority may invest funds as authorized by Minnesota Statutes, Chapter 118A, and the Authority's internal investment policy. Investments are reported at fair value and are based on quoted market prices.

**2. Receivables**

**a. Accounts and other receivables**

Accounts and other receivables consist of estimates of amounts due for sales tax revenues, operating payment from the Minnesota Vikings, commissions from the concessionaire, event revenues from promoters, and other receivables.

**MINNESOTA SPORTS FACILITIES AUTHORITY**  
**NOTES TO THE FINANCIAL STATEMENTS**  
**June 30, 2019**

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**I. Summary of significant accounting policies** (continued)

b. Construction contributions receivable

Construction contributions receivable consist of amounts due to fund construction expenses (\$1,616,241) that were incurred prior to June 30, 2019, and it includes amounts due from the stadium builders licenses (SBLs) program (\$1,348,057).

Effective July 31, 2014, the Authority entered into an Amended and Restated Purchase and Sale Agreement with Minnesota Stadium Funding Trust whereby the Authority agreed to sell its interest in stadium builders licenses (SBL) tranches of SBL revenues to Minnesota Stadium Funding Trust pursuant to SBL contracts. SBLs entitle the holder to buy season tickets to certain Minnesota Vikings games held at U.S. Bank Stadium and for a certain seat in the stadium. The Authority has recognized a receivable and revenue in accordance with GASB Statement No. 48, *"Sales and Pledges of Receivables and Future Revenues and Intra-Entity Transfer of Assets and Future Revenues,"* as the transaction qualifies as a sale of receivables.

3. Prepaid items

Certain payments to vendors reflect costs applicable to future accounting periods and are recorded as prepaid items in the financial statement. Prepaid items include software and maintenance agreement costs and insurance costs. The cost of prepaid items is recorded as an expense when consumed rather than when purchased.

4. Prepaid project insurance

Prepaid project insurance consists of the prefunded loss reserve fund that was established at construction inception. The insurance carrier for the owner controlled insurance program maintains the loss reserve fund. Insurance costs are expensed when incurred.

5. Capital assets

Capital assets include land, construction in progress, buildings, building equipment, land improvements, and equipment. Capital assets are defined by the Authority as assets with an individual or system cost of \$5,000 or more and an estimated useful life greater than three years. Such assets are recorded at historical cost or estimated historical cost if purchased or constructed. Donated capital assets are recorded at acquisition value at the date of donation. Costs of normal maintenance and repairs that do not add to the value of the asset or materially extend asset lives are not capitalized.

Capital assets are depreciated over their estimated useful lives using the straight-line method. Land and construction in progress are not depreciated. Estimated useful lives are as follows:

<b><u>Capital assets</u></b>	<b><u>Useful life</u></b>
Buildings	20 - 30 years
Building equipment	5 - 20 years
Land improvements	20 - 30 years
Equipment	3 - 30 years

**I. Summary of significant accounting policies** (continued)

6. Liabilities

a. Salaries and compensated absences payable

Salaries and compensated absences payable includes salaries and benefits incurred and unpaid as of June 30, 2019. The Authority accrues vacation and sick leave when earned. Certain employees qualify for a vacation leave and a sick leave benefit paid at termination or retirement. The pay rate in effect at the end of the fiscal year and the employer's share of social security contributions are used to calculate compensated absences accruals at June 30.

b. Construction retainage payable

Construction retainage payable consist of costs incurred as of June 30, 2019 for stadium construction. Construction retainage is released upon completion of the contractor's work.

c. Advanced ticket sales and deposits

Revenues related to advance ticket sales for events that have not yet occurred are deferred until the event has been held at U.S. Bank Stadium. U.S. Bank Stadium box office sells tickets through box office sales, Ticketmaster sales, and consignment sales. Consignment sales consist of tickets pulled in advance for the promoter. Consignment sales are considered advance ticket sales, as the promoter is obligated to pay for the tickets at settlement which is after the event has occurred. Deposits represent payments received from event organizers in advance of an event.

d. Restricted stadium builders licenses liability

Restricted stadium builders licenses liability consists of funds held at June 30, 2019 for the stadium builders licenses program.

e. Revenue sharing distribution payable

As defined in the Management and Pre-Opening Agreement between the Authority and SMG, SMG is entitled to share in U.S. Bank Stadium's net operating income for the third year of operations that exceeds \$7,022,700. The revenue sharing amount accrued for the third year of operations was \$650,379. As of June 30, 2019 the revenue sharing distribution was unpaid.

f. Unearned revenues

Unearned revenues primarily consist of the unamortized amount of the capital investments from Aramark, Minnesota Vikings, and SMG and revenues received from the Minnesota Vikings in advance of the contractual time period.

7. Deferred outflows/inflows of resources

In addition to assets, the Statement of Net Position reports a separate section for deferred outflows of resources. This separate financial statement element represents a consumption of net position that applies to future periods and so will not be recognized as an outflow of resources (an expense) until then. The amount recognized as deferred outflows of resources is related to pensions.

**I. Summary of significant accounting policies** (continued)

In addition to liabilities, the Statement of Net Position also reports a separate section for deferred inflows of resources. This separate financial statement element represents an acquisition of net position that applies to future periods and so will not be recognized as an inflow of resources (revenue) until that time. The amount recognized as deferred inflows of resources is related to pensions.

**8. Net position**

Net position represents the sum of total assets and deferred outflows of resources less the sum of total liabilities and deferred inflows of resources. At June 30, 2019 the Authority had three categories of net position, investment in capital assets, restricted and unrestricted.

- Investment in capital assets is the amount of net position representing capital assets net of accumulated depreciation.
- Restricted net position represents resources that have external restrictions imposed by creditors, grantors, contributors or laws or regulations of other governments or restrictions imposed by law through constitutional provisions or enabling legislation. This category represents resources that are restricted for future capital purchases.
- Unrestricted net position is the amount of net position that does not meet the definition of restricted or investment in capital assets.

**9. Revenues and expenses**

**a. Operating and nonoperating revenues and expenses**

Enterprise funds distinguish operating revenues and expenses from nonoperating items. Operating revenues and expenses generally result from providing services and producing and delivering goods in connection with an enterprise fund's principal ongoing operations. The principal operating revenues of the Authority's enterprise fund are: operating payments from the state of Minnesota and Minnesota Vikings, stadium operating revenues, and other revenues. Stadium operating revenues include: rent, service revenues, food and beverage, advertising, ticket rebates and facility fees, suite ticket sales, merchandise sales, and other revenues.

Operating expenses include personal services, professional services, supplies, repairs and maintenance, rent, other expenses, stadium operating expenses, and depreciation on capital assets. Stadium operating expenses include operating and event expenses incurred by SMG to manage U.S. Bank Stadium including service expenses, compensation and benefits, contract services, general and administrative, operations, repairs and maintenance, operational supplies, insurance, utilities, and other expenses.

All revenues and expenses not meeting this definition and certain construction related activities are reported as nonoperating revenues and expenses.

**b. Other contributions for stadium project**

Amounts reported as other contributions for the stadium project include contributions from the Minnesota Vikings and other sources. These contributions are reported as nonoperating revenues.

**I. Summary of significant accounting policies** (continued)

c. Sales tax revenues

In accordance with Minnesota Statutes, 16A.726(b) and 297A.994, Subd.4.(5)(i) and (ii), a portion of the city of Minneapolis sales tax collections, are for the benefit of the Authority. Amounts are recognized as revenue by the Authority in the year the sales taxes are imposed on the underlying exchange transaction by the city of Minneapolis. The state of Minnesota withholds a portion of the Minneapolis sales tax disbursement to the city and issues the payment to the Authority. These revenues are reported as nonoperating revenues.

**II. Detailed notes**

**A. Cash deposits with financial institutions**

Minnesota Statutes, Chapter 118A, require that all Authority deposits in excess of available federal deposit insurance be protected by a corporate surety bond or collateral security. An irrevocable standby letter of credit issued by a Federal Home Loan Bank is an allowable form of collateral. The statute further requires the total amount of collateral computed at its fair value shall be at least ten percent more than the amount on deposit at the close of the financial institution's banking day, except for irrevocable standby letters of credit, the amount of collateral shall be at least equal to the amount on deposit at the close of the financial institution's banking day. At June 30, 2019, the carrying amount of the Authority's combined demand deposit bank accounts was \$13,388,975. Bank balances were \$14,365,342 of which \$14,364,342 was invested in commercial paper, and \$1,000 was covered by federal depository insurance. At June 30, 2019 the balance in the money markets account was \$50,907 and the balance in the trust accounts was \$2,037,729.

At June 30, 2019, the carrying amount of the Authority's restricted cash demand deposit accounts was \$360,020. Bank balances of \$360,020 were partially covered by federal depository insurance and the balance was collateralized by the letter of credit described in the above paragraph.

**B. Cash equivalent investments**

The Authority's investment policy addresses certain risks to which it is currently exposed as follows:

*Interest rate risk.* Interest rate risk is the risk that changes in interest rates of debt investments will adversely affect the fair value of an investment. Although the Authority does not have a formal specific duration investment risk policy, it does have a formal investment policy by which the Authority manages its exposure to declines in fair value. To meet short-term cash flow needs, the Authority's investment portfolio will remain sufficiently liquid to enable the Authority to meet anticipated cash requirements without the occurrence of significant investment losses. To meet long-term needs, the average duration of the investment portfolio should match the average duration of liabilities subject to regulatory requirements. The Authority's investments in commercial paper have a maturity of less than 270 days.

**MINNESOTA SPORTS FACILITIES AUTHORITY**  
**NOTES TO THE FINANCIAL STATEMENTS**  
**June 30, 2019**

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**II. Detailed notes** (continued)

*Credit risk.* Credit risk is the risk that an issuer or other counterparty to an investment will not fulfill its obligations. Investment instruments purchased by the Authority must comply with Minnesota Statutes, Chapter 118A, and its investment policy which is more restrictive than state law. The Authority's investment policy limits investments to the following: money market funds, savings/demand deposits, bankers acceptances, commercial paper, U.S. Treasury Obligations, U.S. Agency Securities Government Sponsored Enterprises (GSE), Municipal Securities, Repurchase Agreements, and Guaranteed Investment Contracts. It is the Authority's policy not to invest in inverse floaters, range notes, interest only strips derived from a pool of mortgages, and any security that could result in a zero interest accrual if held to maturity. The Authority's investments in commercial paper were in a U.S. corporation that was rated in the highest quality category and had maturities of less than 270 days.

*Concentration of credit risk.* Concentration of credit risk is the risk associated with investing a significant portion of investments in the securities of a single issuer, excluding U.S. Guaranteed investments, investment pools, and mutual funds. The Authority's investments in commercial paper are in a single U.S. corporation.

*Custodial credit risk.* The custodial credit risk for deposits is the risk that in the event of the failure of a depository financial institution, then the Authority will not be able to recover deposits or will not be able to recover collateral securities that are in the possession of an outside party. The custodial credit risk for investments is the risk that in the event of the failure of the counter party to a transaction, the Authority will not be able to recover the value of its investments or collateral securities that are in the possession of an outside party. Minnesota Statute Chap, 118A requires that deposits be secured by depository insurance or a combination of depository insurance and collateral securities held in the Authority's name. Throughout the current fiscal year, the combined depository insurance and collateral were sufficient to meet legal requirements and secure all Authority deposits, thus eliminating exposure to custodial credit risk.

The Authority had no foreign currency exposure at June 30, 2019.

Following is a summary of the carrying amount of cash and cash equivalents and investments at June 30, 2019:

<b><u>Security Type</u></b>	<b><u>Credit Risk</u></b>	<b><u>Custodial Credit Risk</u></b>	<b><u>Maturities</u></b>	<b><u>Carrying Amount</u></b>	<b><u>% of Total Portfolio</u></b>
Cash and cash equivalents	(a)	(b)(c)	n/a	\$15,840,469	71.4%
U.S. Treasury Bills	AAA	(c)	11/7/2019	<u>6,353,916</u>	<u>28.6%</u>
Total				<u>\$22,194,385</u>	<u>100.0%</u>

(a) Cash and cash equivalents include Commercial paper which has a AAA credit rating.

(b) Individual bank balances less than or equal to \$250,000 are FDIC insured. Individual balances greater than \$250,000 are collateralized by the Authority holding a letter of credit from the Federal Home Loan Bank of Cincinnati for \$3 million.

(c) Commercial paper and securities held in custody are in the Authority's name.



**MINNESOTA SPORTS FACILITIES AUTHORITY**  
**NOTES TO THE FINANCIAL STATEMENTS**  
**June 30, 2019**

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**II. Detailed notes** (continued)

*Fair value reporting:* The Authority's investments that are not recorded at amortized cost or using the equity method are recorded at fair value as of June 30, 2019. GASB Statement No. 72, "*Fair Value Measurement and Application*," defines fair value as the price that would be received to sell an asset between market participants at the measure date. This statement establishes a hierarchy of valuation inputs based on the extent to which the inputs are observable in the market place. A financial instrument's level within the fair value hierarchy is based on the lowest level of any input that is significant to the fair value measurement. The following describes the hierarchy of inputs used to measure fair value and primary valuation methodologies used for financial instruments measured at fair value on a recurring basis:

**Level 1:** Investment values are based on quoted prices (unadjusted) for identical assets (liabilities) in active markets that a government can access at measurement date.

**Level 2:** Investments have inputs, other than quoted prices within Level 1 that are observable for an asset (liability), either directly or indirectly.

**Level 3:** Investments classified as Level 3 have unobservable inputs for an asset (liability) and may require a degree of professional judgment.

The following table summarizes the Authority's investments within the fair value hierarchy at June 30, 2019:

<b><u>Security Type</u></b>	<b><u>Level 1</u></b>	<b><u>Level 2</u></b>	<b><u>Level 3</u></b>	<b><u>Total</u></b>
U.S. Treasury Bills.	<u>\$-</u>	<u>\$6,353,916</u>	<u>\$-</u>	<u>\$6,353,916</u>
Total	<u>\$-</u>	<u>\$6,353,916</u>	<u>\$-</u>	<u>\$6,353,916</u>

U.S. government obligations classified in Level 2 are valued using either bid evaluations or a matrix based pricing technique. Bid evaluations are typically based on market quotations, yields, maturities, call features and ratings. Matrix pricing is used to value securities based on the securities' relationship to benchmark quoted prices.

**MINNESOTA SPORTS FACILITIES AUTHORITY**  
**NOTES TO THE FINANCIAL STATEMENTS**  
**June 30, 2019**

**II. Detailed notes** (continued)

**C. Capital assets**

Capital asset activity for the year ended June 30, 2019 was as follows:

	<b>Balance</b> <b>July 1, 2018</b>	<b>Increases</b>	<b>Decreases</b>	<b>Balance</b> <b>June 30, 2019</b>
Capital assets, not being depreciated:				
Land	\$31,983,174	\$-	\$ -	\$31,983,174
Construction in progress	<u>232,463</u>	<u>544,162</u>	<u>(232,463)</u>	<u>544,162</u>
Total capital assets, not being depreciated	<u>32,215,637</u>	<u>544,162</u>	<u>(232,463)</u>	<u>32,527,336</u>
Capital assets, being depreciated:				
Buildings	853,193,720	276,924	-	853,470,644
Building equipment	100,008,995	1,200,769	-	101,209,764
Land improvements	32,916,971	-	-	32,916,971
Equipment	<u>128,522,307</u>	<u>5,569,839</u>	<u>(1,704,196)</u>	<u>132,387,950</u>
Total capital assets, being depreciated	<u>1,114,641,993</u>	<u>7,047,532</u>	<u>(1,704,196)</u>	<u>1,119,985,329</u>
Less: accumulated depreciation for:				
Buildings	(58,250,430)	(28,449,386)	-	(86,699,816)
Building equipment	(14,079,940)	(7,137,956)	-	(21,217,896)
Land improvements	(3,283,087)	(1,633,711)	-	(4,916,798)
Equipment	<u>(26,769,587)</u>	<u>(13,454,120)</u>	<u>954,313</u>	<u>(39,269,394)</u>
Total accumulated depreciation	<u>(102,383,044)</u>	<u>(50,675,173)</u>	<u>954,313</u>	<u>(152,103,904)</u>
Total capital assets, being depreciated, net	<u>1,012,258,949</u>	<u>(43,627,640)</u>	<u>(749,883)</u>	<u>967,881,425</u>
Total capital assets, net	<u>\$1,044,474,586</u>	<u>(\$43,083,479)</u>	<u>(\$982,346)</u>	<u>\$1,000,408,761</u>

**III. Other information**

**A. Retirement plans**

Authority employees are covered by one of two Minnesota State Retirement System (MSRS) retirement plans.

1. Minnesota State Retirement System-State Employees Retirement Fund (SERF)

a. Plan Description

SERF is administered by the Minnesota State Retirement System (MSRS), and is established and administered in accordance with Minnesota Statutes, Chapters 352. SERF includes the General Employees Retirement Plan (General Plan), a multiple-employer, cost-sharing defined benefit plan. Certain employees of the Authority are covered by the General Plan. The General Plan provides retirement, disability, and death benefits to plan members and their beneficiaries.

**MINNESOTA SPORTS FACILITIES AUTHORITY**  
**NOTES TO THE FINANCIAL STATEMENTS**  
**June 30, 2019**

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**III. Other information** (continued)

Minnesota Statutes, Section 352.04 requires that eligible employees contribute 5.75 percent of their total compensation to the fund. Participating employers are also required to contribute 5.875 percent to this fund. The Authority's contribution to the General Plan for the year ended June 30, 2019 was \$32,926. These contributions were equal to the contractually required contributions for each year as set by state statute. All active and deferred members are fully vested to the extent of their contributions plus interest at a rate of 6.0 percent through June 30, 2011, 4.0 percent through June 30, 2018, and 3.0 percent thereafter. For monthly retirement benefits, members hired before July 1, 2010, are vested after three years of covered service; members hired after June 30, 2010, are vested after five years of covered service. MSRS issues a publicly available financial report that may be obtained at [www.msrs.state.mn.us/financial-information](http://www.msrs.state.mn.us/financial-information); by writing to Minnesota State Retirement System, 60 Empire Drive, #300, St Paul, Minnesota 55103 or by calling (651) 296-2761 or 1-800-657-5757.

b. Benefits provided

Retirement benefits can be computed using one of two methods: the Step formula and the Level formula. Members hired before July 1, 1989, may use the Step or Level formula, whichever is greater. Members hired on or after July 1, 1989, must use the Level formula. Each formula converts years and months of service to a certain percentage. Under the Step formula, members receive 1.20 percent of the high-five average salary for each of the first ten years of covered service, plus 1.70 percent for each year thereafter. It also includes full benefits under the Rule of 90 (age plus years of allowable service equals 90). In contrast, the Level formula does not include the Rule of 90. Under the Level formula, members receive 1.70 percent of the high-five average salary for all years of covered service, and full benefits are available at normal retirement age.

Annuitants receive post-retirement benefit increases of 1.0 percent for five years beginning January 1, 2019, and 1.50 percent per year thereafter.

c. Pension liabilities, pension expense and Deferred Outflows of Resources and Deferred Inflows of Resources Related to Pensions

At June 30, 2019, the Authority reported a liability of \$162,375 for its proportionate share of MSRS' net pension liability. The net pension liability was measured at June 30, 2018, and the total pension liability used to calculate the net pension liability was determined by an actuarial valuation as of that date. The Authority's proportion of the net pension liability was based on the contributions received by MSRS during the measurement period July 1, 2017, through June 30, 2018, relative to the total employer contributions received from all of MSRS' participating employers. At June 30, 2018 the Authority's proportion was .012 percent, which was a decrease of .002 percent from its proportion measured as of June 30, 2017.

**MINNESOTA SPORTS FACILITIES AUTHORITY**  
**NOTES TO THE FINANCIAL STATEMENTS**  
**June 30, 2019**

The only change to the actuarial assumptions since the prior measurement date was a change in the single discount rate from 5.42 percent to 7.50 percent. The following changes were made to plan provisions since the prior measurement date. Member contributions increased from 5.50 percent to 5.75 percent of pay, effective July 1, 2018, and 6.0 percent of pay effective July 1, 2019. Employer contributions increased from 5.50 percent to 5.875 percent of pay, effective July 1, 2018, and 6.25 percent of pay effective July 1, 2019. Interest credited on member contributions will decrease from 4.0 to 3.0 percent, beginning July 1, 2019. Post-retirement benefit increases were changed to a fixed rate of 1.0 percent for five years beginning January 1, 2019, and 1.50 percent per year thereafter. For retirements on or after January 1, 2024, the first benefit increase is delayed until the retiree reaches Normal Retirement Age. The augmentation adjustment in early retirement factors is eliminated over a five-year period starting July 1, 2019, resulting in actuarial equivalence after June 30, 2024. Deferred augmentation was changed to zero percent for future accruing benefits effective January 1, 2019. Contribution stabilizer provisions were repealed.

For the year ended June 30, 2019, the Authority recognized pension income of \$542,223 for its proportionate share of the MSRS-SERF pension expense. At June 30, 2019, the Authority reported deferred outflows of resources and deferred inflows of resources related to pensions from the following sources:

	<b>Deferred Outflows of Resources</b>	<b>Deferred Inflows of Resources</b>
Differences between expected and actual experience	\$5,954	\$33,333
Changes in assumptions	832,550	799,092
Difference between projected and actual investment earnings	-	2,357
Changes in proportion and differences between actual contributions and proportionate share of contributions	(629,936)	141,816
Contributions paid to MSRS subsequent to the measurement date	<u>32,926</u>	<u>-</u>
Total	<u>\$241,494</u>	<u>\$976,598</u>

Amounts reported as deferred outflows of resources related to pensions resulting from Authority contributions subsequent to the measurement date will be recognized as a reduction of the net pension liability in the fiscal year ended June 30, 2020. Other amounts reported as deferred outflows and inflows of resources related to pensions will be recognized in pension expense/(income) as follows:

<b>Year ended June 30:</b>	<b>Pension Expense/(Income)</b>
2020	(\$113,377)
2021	(48,321)
2022	(466,722)
2023	<u>(139,610)</u>
Net pension expense/(income)	<u>(\$768,030)</u>

**MINNESOTA SPORTS FACILITIES AUTHORITY**  
**NOTES TO THE FINANCIAL STATEMENTS**  
**June 30, 2019**

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**III. Other information** (continued)

d. Actuarial Assumptions

The Authority's net pension liability was measured as of June 30, 2018, and the total pension liability used to calculate the net pension liability was determined by an actuarial valuation as of that date. The total pension liability was determined using the following actuarial assumptions, applied to all periods included in the measurement:

Inflation	2.50 percent per year
Active Member Payroll Growth	3.25 percent per year
Investment Rate of Return	7.50 percent per year

Salary increases were based on service related rates. Mortality rates for active members, retirees, survivors and disabilitants were based on RP-2014 generational mortality tables projected with mortality improvement scale MP-2015 from a base year of 2014.

Actuarial assumptions used in the June 30, 2018, valuation were based on the results of actuarial experience studies for the period July 1, 2008, through June 30, 2014.

The Minnesota State Board of Investment (SBI) invests all state funds and manages the investments of MSRS. During MSRS's fiscal year 2016, the SBI hired an outside consultant to perform a thorough asset and liability study. Based on the study, the SBI staff proposed an update to the asset allocation, which yields a lower nominal expected return. As a result of this study and keeping in mind the national trends toward lower investment rate assumptions, the MSRS Board of Directors approved the use of a 7.50 percent long term expected rate of return assumption for MSRS's fiscal year 2018 actuarial valuations. The SBI's long-term expected rate of return was determined using a building-block method. Best estimates of expected future real rates of return were developed for each major asset class using both long-term historical returns and long-term capital market expectations from a number of investment management and consulting organizations. The asset class estimates and target allocations were then combined to produce a geometric, long-term expected real rate of return for the portfolio. Inflation expectations were applied to derive the nominal rate of return for the portfolio. The Executive Director of the SBI implemented the approved Board changes beginning in January 2018. The private markets allocation was increased from 20.0 percent to 25.0 percent. Until the allocation to private markets reaches its target of 25.0 percent, the uninvested portion of the allocation will continue to be invested in the public equity pool. In order to increase the private markets allocation, the public equities target allocation was reduced from 58.0 percent to 53.0 percent. The combined funds fixed income allocation is undergoing a transition which may continue through the end of fiscal year 2019. The target allocation for fixed income remains at 20.0 percent. However, during the transitional period from January 1, 2018 through the end of fiscal year 2019, there may be combined asset classes, which in total will be composed of fixed income investment instruments and may exceed 20.0 percent in aggregate. A new asset class called treasuries was created which holds U.S. Treasury bonds and has a current allocation of 8.0 percent. The fixed income asset classes will be drawn down through the end of fiscal year 2019 from the current allocations to a level where the aggregation of the fixed income investment asset classes will total 20.0 percent. Results are summarized in the following table:

**MINNESOTA SPORTS FACILITIES AUTHORITY**  
**NOTES TO THE FINANCIAL STATEMENTS**  
**June 30, 2019**

**III. Other information** (continued)

<b><u>Asset Class</u></b>	<b><u>Transitional Target Allocation as of June 20, 2018</u></b>	<b><u>Final Target Allocation</u></b>	<b><u>SBI's Long-term Expected Real Rate of Return (Geometric Mean)</u></b>
Domestic equity	33%	36%	5.10%
International equity	16%	17%	5.30%
Fixed income	16%	20%	0.75%
Treasuries	8%	0%	0.50%
Private markets	25%	25%	5.90%
Cash	2%	2%	0.0%
Total	<u>100%</u>	<u>100%</u>	

e. Single discount rate

Projected benefit payments are discounted to their actuarial present values using a single discount rate. The single discount rate reflects (1) the long-term expected rate of return on pension plan investments for the period in which assets are projected to be available to pay benefits, and (2) a tax-exempt municipal bond rate based on an index of 20-year general obligations bonds. The fiduciary net position of SERF was projected to be available to make all future benefit payments of current plan members through fiscal year 2118. Therefore, the discount rate is the long-term expected rate of return on pension plan investments, which was applied to all periods of projected benefit payments to determine the total pension liability. The discount rate used to measure the total pension liability was 7.50 percent. The use of a 7.50 percent discount rate was an improvement from the previous year, when the singled blended rate was 5.42 percent.

f. Sensitivity of the Authority's proportionate share of the net pension liability to changes in the discount rate

The following presents the Authority's proportionate share of the net pension liability, calculated using the discount rate of 7.50 percent, as well as what the Authority's proportionate share of the net pension liability would be if it were calculated using a discount rate that is 1 percentage point lower (6.50 percent) or 1 percentage point higher (8.50 percent) than these percentages:

	<b><u>1% Decrease in Discount Rate (6.50%)</u></b>	<b><u>Current Discount Rate (7.50%)</u></b>	<b><u>1% Increase in Discount Rate (8.50%)</u></b>
Authority's proportionate share of the net pension liability	\$384,450	\$162,375	(\$14,725)

Additional information related to the plan is presented in Required Supplementary Information (RSI) following the Notes to the Financial Statements.

2. Minnesota State Retirement System-Unclassified Employees Retirement Fund (UER)

a. Plan description and contributions



**MINNESOTA SPORTS FACILITIES AUTHORITY**  
**NOTES TO THE FINANCIAL STATEMENTS**  
**June 30, 2019**

---

**III. Other information** (continued)

The MSRS-UER is a tax-deferred, defined contribution fund entirely composed of a single, multiple-employer defined contribution plan. Participation is limited to certain specified employees. Minnesota Statutes, Section 352D.01, authorized creation of this plan. The Authority's executive director participates in the plan.

It is considered a money purchase plan, with participants vesting only to the extent of the value of their accounts (employee and employer contributions plus/minus investment gains/losses, less administrative expenses), but functions as a hybrid between a defined contribution plan and a defined benefit plan.

Minnesota Statutes, Section 352D.04, subdivision 2, requires a contribution rate of 5.75 percent of salary from participating employees. The employer contribution rate is 6.0 percent of salary. Employees of this plan also contribute to Social Security.

Participants in this plan are eligible to apply for the balance in their account after termination of public service. There is no minimum employment requirement to qualify for this lump-sum payment. Since contributions made to this plan are not taxed, participants pay taxes when funds are withdrawn and may be subject to a 10.0 percent penalty if funds are withdrawn in a lump sum before the member reaches age 59½. Monthly benefits are available to terminated participants at age 55 or later, regardless of the individual's length of service. Participants age 55 or older may also apply for a portion of their account balance as a lump-sum payment and the remainder in lifetime, monthly benefits.

Retirement and disability benefits are available to some participants through conversion, at the participant's option, to the General Plan provided the employee has at least ten years of allowable service in this plan and/or the General Plan if hired prior to July 1, 2010, or has no more than seven years of service if hired after June 30, 2010.

Employer contributions to MSRS-UEP which equaled the required contributions are:

<u><b>Year</b></u>	<u><b>Contributions</b></u>
2017*	\$22,791
2018	\$6,143
2019	\$9,920

\* The required contribution is for the 18-month fiscal period.

**B. Risk management**

The Authority is exposed to various risks of loss related to torts; theft of, damage to, and destruction of assets; errors and omission; work related injuries; and natural disasters. The Authority purchased insurance policies for the following exposures with the deductible or the amount of risk retention indicated in parenthesis: general liability (\$1,000 per claim for employee benefits only), excess

**MINNESOTA SPORTS FACILITIES AUTHORITY**  
**NOTES TO THE FINANCIAL STATEMENTS**  
**June 30, 2019**

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**III. Other information** (continued)

liability (none), automobile/garage keepers liability (\$1,000 per auto and \$5,000 maximum for theft or vandalism), crime insurance (\$10,000), workers compensation (none), public officials and employee liability insurance (\$10,000), cyber/privacy liability (\$15,000 per claim), property (\$100,000), and terrorism insurance (none).

The Authority had an Owner Controlled Insurance Program (OCIP) during construction of the stadium whereby the construction manager, all subcontractors and all direct contractors enrolled in this program for liability insurance coverage. This policy has a prefunded insurance loss reserve for claim and service fee expenses.

Within the past three fiscal years, settled claims have not exceeded commercial coverage.

**C. Operating leases**

The Authority entered into two separate agreements to lease a total of 1,085 parking spaces for each of the ten Minnesota Vikings home games. The lease periods were from July 1, 2018 to June 30, 2019. Total rent expense for the parking spaces was \$509,981.

On November 20, 2015, the Authority entered into a lease agreement to lease 35,860 square feet of space at a location adjacent to U.S. Bank Stadium plaza area. The lease period began March 1, 2016 and will expire upon the expiration of the stadium use agreement. The lease agreement requires an annual base rent amount of \$282,398, and provides for a fair market adjustment of the base rent on March 31, 2031, March 31, 2036, March 31, 2041, and March 31, 2046, subject to the terms of the agreement and agreement of the Authority. Rent expenses were \$282,398 for the year ended June 30, 2019.

Future rent expense for the lease agreement is as follows:

<b><u>Fiscal Year(s)</u></b>	<b><u>Rent Expense</u></b>
2020	\$282,398
2021	\$282,398
2022	\$282,398
2023	\$282,398
2024	\$282,398
2025 - 2029	\$1,411,988
2030 - 2034	\$1,411,988
2035 - 2039	\$1,411,988
2040 - 2044	\$1,411,988
2045 - 2046	\$470,405

In accordance with the lease agreement, the landlord has the option to terminate the lease on the annual anniversary of the commencement date, March 1, 2016. If the landlord elects to terminate the lease, the landlord must reimburse the Authority for unamortized improvement costs, as defined by the lease agreement.

**III. Other information** (continued)

**D. Agreements**

1. Use agreement and football playing agreement

Effective November 22, 2013 the Authority and Minnesota Vikings Football Stadium, LLC entered into a long-term amended and restated stadium use agreement that grants the Team the right to use the stadium. The initial term of the agreement was from date of substantial completion of the stadium to the 30th National Football League (NFL) football season played by the Team in the stadium. As payment for its occupancy and use of the stadium, the Team is obligated to pay a use fee (operating payment) as defined in the agreement. This agreement also requires the Authority to have sole responsibility for the operation, direction, maintenance, supervision, and management of the stadium and stadium infrastructure.

On February 19, 2016 the Authority entered into the Second Amended and Restated Stadium Use Agreement to incorporate the amendments into this agreement. This amended and restated use agreement superseded and replaced the prior agreements.

In addition to the use agreement the Authority and the Team entered into a long-term football playing agreement concerning the use of the stadium whereby the Team agreed to play home games during the NFL season at the stadium. This agreement terminates in conjunction with the termination of the amended and restated use agreement.

2. Parking agreement

On February 10, 2014 the Authority entered into a parking agreement with Ryan Companies US, Inc. (Ryan) and the city of Minneapolis whereby the Authority owns the Downtown East Parking Ramp and the Mills Fleet Farm Parking Garage and Ryan operates the parking facilities for the first ten years. Since December 31, 2015 Ryan has managed both parking facilities. The revenues and expenses from the parking operation are not included in the Authority's statement of revenues, expenses and changes in net position.

3. Management and pre-opening services agreement

Effective August 22, 2014 the Authority entered into a management and pre-opening services agreement with a third party management company, SMG, who is responsible for managing, operating, maintaining and marketing U.S. Bank Stadium for ten years commencing with the stadium opening (operating period). The Authority has the option to extend the agreement for an additional five years. SMG is required to operate in accordance with certain policies of the Authority.

The agreement required SMG to pay the Authority \$2,750,000 for capital investment costs by April 1, 2016. On June 30, 2017 SMG contributed an additional \$250,000 for event marketing. The unamortized capital investment will be paid to SMG upon early termination of the agreement. The capital investment amount was deferred and will be recognized as revenue over the term of the agreement. The unamortized capital investment balance at June 30, 2019 was \$2,051,430.

The agreement also required SMG to guarantee \$6,750,000, increased by 2.0 percent each year, of

**MINNESOTA SPORTS FACILITIES AUTHORITY**  
**NOTES TO THE FINANCIAL STATEMENTS**  
**June 30, 2019**

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**III. Other information** (continued)

net operating income (NOI) to the Authority for the first year of operations. In addition to the NOI guarantee of \$6,750,000, the Authority is entitled to a pro rata share of NOI above \$7,250,000, as defined by the agreement. The NOI guarantee for the third year of operations was \$7,022,700. The agreement assigns SMG agent rights to certain bank accounts held by the Authority in relation to stadium operations and payroll. All stadium operating revenues are required to be deposited to the stadium operating bank account.

**4. Food and beverage, catering and concession agreement**

The Authority entered into a food and beverage, catering and concession agreement with Aramark Sports and Entertainment Services, LLC for the provision of premium food and beverage operations, catering services and concession services in the suites, the clubs, and the concession stands in the concourses and on the plaza. The ten-year agreement has a designated commission option which established the commission rates that would be paid by Aramark and it provided an option for the Minnesota Vikings to contribute to the required \$10 million capital investment. The Minnesota Vikings chose the option to contribute \$6.5 million to the capital investment, Aramark then contributed \$3.5 million in February 2016 to the capital investment. This capital investment was a stadium project funding source for the purchase of concession equipment. The total capital investment of \$10 million was deferred and will be recognized as revenue over the 10-year term of the agreement. The unamortized capital investment will be paid to the Minnesota Vikings and Aramark upon early termination of this agreement. The unamortized capital investment balance at June 30, 2019 was \$7,088,710.

In addition to payment of commissions for food and beverage, catering and concession sales, Aramark is required to pay 2.50 percent of gross receipts to the Authority for deposit into the concession capital reserve account for future purchases.

**5. Commemorative bricks program**

The first \$1,600,000 of net proceeds from the sale of commemorative bricks has been restricted by the stadium development agreement for plaza improvements. Any net proceeds from the sale of commemorative bricks in excess of \$1,600,000 are designated to the stadium plaza improvements budget. Based on this restriction, cash related to the sale of commemorative bricks is shown as restricted assets of \$240,852 on the statement of net position for the year ended June 30, 2019.

**E. Construction commitments and contingencies**

Construction on the stadium project began in 2013 and continued until June 17, 2016, the date of substantial completion of U.S. Bank Stadium. Since that date construction closeout tasks have continued through June 30, 2019.

The Authority had two construction contracts that had commitments at June 30, 2019:

	<b><u>Spent to Date</u></b>	<b><u>Remaining Commitment</u></b>
Architectural and engineering services	\$41,926,321	\$97,505
Construction management services	\$898,169,913	\$11,586,662

**MINNESOTA SPORTS FACILITIES AUTHORITY**  
**NOTES TO THE FINANCIAL STATEMENTS**  
**June 30, 2019**

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**III. Other information** (continued)

The Authority did not accrue a liability for the outstanding issues and claims related to the design and construction of U.S. Bank Stadium as it is not probable that a liability had been incurred as of June 30, 2019 and the amount of the liability could not be reasonably estimated.

The Authority is contingently liable with respect to lawsuits and other claims that arise in the ordinary course of its operations. Although the outcome of these matters is not presently determinable, in the opinion of the Authority's management, the resolution of these matters will not have a material adverse effect on the Authority's financial condition.

**MINNESOTA SPORTS FACILITIES AUTHORITY**  
**SCHEDULES OF REQUIRED SUPPLEMENTARY INFORMATION**  
**Last 10 Years<sup>1</sup>**

**Schedule of the Authority's Share of Net Pension Liability**  
**Minnesota State Retirement System - State Employees Retirement Fund**

<u>Fiscal Year</u>	<u>Authority's Proportion of the Net Pension Liability</u>	<u>Authority's Proportionate Share of the Net Pension Liability</u>	<u>Authority's Covered Payroll</u>	<u>Authority's Proportionate Share of the Net Pension Liability as a Percentage of its Covered Payroll</u>	<u>Plan Fiduciary Net Position as a Percentage of the Total Pension Liability</u>
2014	0.051%	\$827,002	\$1,303,478	63.45%	87.64%
2015	0.033%	\$507,998	\$874,171	58.11%	88.32%
2016	0.021%	\$2,603,765	\$563,727	461.88%	47.51%
2017	0.014%	\$1,038,507	\$383,628	270.71%	62.73%
2018	0.012%	\$162,375	\$367,562	44.18%	90.56%

The measurement date is June 30 of each year.

1 This schedule is intended to show information for 10 years. Additional years will be displayed as they become available.

2 The amounts presented for each fiscal year were determined as of June 30.

**Schedule of Authority's Contributions**  
**Minnesota State Retirement System - State Employees Retirement Fund**

<u>Fiscal Year</u>	<u>Contractually Required Contribution</u>	<u>Contributions in Relation to the Contractually Required Contribution</u>	<u>Contribution Deficiency (excess)</u>	<u>Authority's Covered Payroll</u>	<u>Contributions as a Percentage of Covered Payroll</u>
2014	\$48,519	\$48,519	\$-	\$928,080	5.23%
2015	\$40,403	\$40,403	\$-	\$735,734	5.49%
2017	\$36,066	\$36,066	\$-	\$638,223	5.65%
2018	\$20,216	\$20,216	\$-	\$367,562	5.50%
2019	\$32,926	\$32,926	\$-	\$492,379	6.69%

1 This schedule is intended to show information for 10 years. Additional years will be displayed as they become available.

2 The amounts presented for 2014 and 2015 were determined as of December 31.

3 The amounts presented for 2017 are for the 18-month fiscal period from January 1, 2016 through June 30, 2017.

4 The amounts presented for 2018 and 2019 were determined as of June 30.





# STATISTICAL SECTION

The Statistical Section provides financial statement users with additional historical perspective, context, and detail to assist in using the information in the financial statements, including the accompanying notes.



MINNESOTA SPORTS FACILITIES AUTHORITY • MINNEAPOLIS, MINNESOTA

## COMPREHENSIVE ANNUAL **FINANCIAL REPORT** FOR THE FISCAL YEAR ENDED JUNE 30, 2019

— A COMPONENT UNIT OF THE STATE OF MINNESOTA —







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## LIST OF STATISTICAL TABLES

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### 1.0 FINANCIAL TRENDS

This information is intended to assist users in understanding and assessing how the Authority's financial position has changed over time. There are two tables presented in this section.

Table 1.1 Net Position by Component

Table 1.2 Changes in Net Position

### 2.0 REVENUE CAPACITY

This information is intended to assist users in understanding and assessing the factors affecting the Authority's ability to generate its own-source revenues. Only one table is presented in this section.

Table 2.1 User Fee Revenues by Source

### 3.0 DEMOGRAPHIC AND ECONOMIC INFORMATION

This information is intended to assist users in understanding the socioeconomic environment within which the Authority operates and to provide information that facilitates comparisons of financial statement information over time. There are two tables presented in this section.

Table 3.1 Demographic and Economic Statistics

Table 3.2 Principal Employers in Minnesota

### 4.0 OPERATING INFORMATION

This information is intended to provide contextual information about the Authority's operations and resources to assist readers in using financial statement information to understand and assess the Authority's employment. There is one table presented in this section.

Table 4.1 Full-Time Employees by Department

**MINNESOTA SPORTS FACILITIES AUTHORITY**  
**Net Position by Component**  
**Last Seven Fiscal Years**

**Table 1.1**

<u>Fiscal Year</u>	<u>Investment in Capital Assets</u>	<u>Restricted</u>	<u>Unrestricted</u>	<u>Total Net Position</u>
2019	\$1,000,408,761	\$3,845,171	\$3,492,274	\$1,007,746,206
2018	1,044,474,586	5,993,494	(628,667)	1,049,839,413
2017	1,090,575,542	-	1,690,775	1,092,266,317
2015	907,139,710	-	7,910,770	915,050,480
2014	389,507,399	-	16,692,006	406,199,405
2013	52,256,276	-	24,144,345	76,400,621
2012	15,497,844	-	12,080,223	27,578,067

1 The Authority began operations on August 1, 2012 and net position for 2012 is reported as of December 31, 2012, for the five-month period then ended.

2 Net position for 2013, 2014, and 2015 is reported as of December 31 of each year.

3 The Authority changed its year-end from December 31 to June 30 and net position for 2017 is reported as of June 30, 2017, for the 18-month fiscal period then ended.

**MINNESOTA SPORTS FACILITIES AUTHORITY**  
**Changes in Net Position**  
**For the Last Seven Fiscal Years**

**Table 1.2**

	2019	2018	2017	2015	2014	2013	2012
Operating revenues:							
Operating payments from State of Minnesota and Minnesota Vikings	\$15,569,573	\$15,146,301	\$20,910,210	\$-	\$-	\$-	\$-
Stadium operating revenues	30,897,106	29,656,584	23,589,302	-	-	-	-
Concessions	-	-	-	-	-	9,438,927	8,479,625
Admission tax	-	-	-	-	-	4,276,114	4,098,350
Rent	-	-	-	-	-	4,810,944	4,068,914
Charges for services	-	-	-	-	13,067	1,501,944	908,813
Other	1,390,377	94,107	1,779,062	44,993	45,816	516,027	336,159
Parking operations and related revenues	-	-	-	524,455	405,166	-	-
Total operating revenues	47,857,056	44,896,992	46,278,574	569,448	464,049	20,543,956	17,891,861
Operating expenses:							
Concession costs	-	-	-	-	221,220	5,072,396	4,101,323
Tenants share of concession receipts	-	-	-	-	-	1,244,224	1,309,240
Facilities cost credit	-	-	-	-	-	3,653,703	3,704,030
Personal services	361,383	560,909	1,611,570	1,057,640	1,841,609	2,623,548	1,085,418
Professional services	1,224,722	1,795,052	2,797,081	865,679	616,112	981,614	922,956
Contractual services	-	-	-	-	68,521	1,711,276	1,137,579
Supplies, repairs and maintenance	910,439	1,268,687	1,256,214	273,015	214,056	685,645	470,478
Utilities	-	-	-	-	96,842	3,148,122	1,436,919
Rent	796,939	746,505	1,432,607	171,462	172,210	-	-
Insurance	-	-	-	58,518	113,373	856,543	367,127
Parking operations	-	-	-	235,013	719,573	-	-
Event costs	-	-	-	-	-	673,132	388,508
Miscellaneous/other	803,290	3,203,500	901,419	294,954	203,832	327,711	303,098
Stadium operating expenses	44,338,597	37,417,765	32,143,313	-	-	-	-
Depreciation	50,675,172	50,459,104	51,313,184	318,463	292,293	4,250,905	1,898,121
Total operating expenses	99,110,542	95,451,522	91,455,388	3,274,744	4,559,641	25,228,819	17,124,797
Total operating income (loss)	(51,253,486)	(50,554,530)	(45,176,814)	(2,705,296)	(4,095,592)	(4,684,863)	767,064
Nonoperating revenues (expenses)	2,088,342	1,664,664	(1,652,928)	(327,314)	1,765,515	993,582	70,645
Income (loss) before capital contributions	(49,165,144)	(48,889,866)	(46,829,742)	(3,032,610)	(2,330,077)	(3,691,281)	837,709
Capital contributions	7,071,937	6,462,962	224,045,579	511,883,685	334,047,793	52,513,835	2,546,938
Change in net position	(\$42,093,207)	(\$42,426,904)	\$177,215,837	\$508,851,075	\$331,717,716	\$48,822,554	\$3,384,647

1 The Authority began operations on August 1, 2012 and net position for 2012 is reported as of December 31, 2012, for the five-month period then ended.

2 Net position for 2013, 2014, and 2015 is reported as of December 31 of each year.

3 The Authority changed its year-end from December 31 to June 30 and net position for 2017 is reported as of June 30, 2017, for the 18-month fiscal period then ended.

Unaudited

Source: Authority Finance department

**MINNESOTA SPORTS FACILITIES AUTHORITY**  
**User Fee Revenues by Source**  
**For the Last Seven Fiscal Years**

**Table 2.1**

<b>Fiscal Period</b>	<b>Operating Payments</b>	<b>Stadium Operating Revenues</b>	<b>Concessions</b>	<b>Admission Tax</b>	<b>Rent</b>	<b>Parking Operations</b>	<b>Charges for Services</b>	<b>Other</b>
2019	\$15,569,573	\$30,897,106	\$-	\$-	\$-	\$-	\$-	\$1,390,377
2018	15,146,301	29,656,584	-	-	-	-	-	94,107
2017	20,910,210	23,589,302	-	-	-	-	-	1,779,062
2015	-	-	-	-	-	524,455	-	44,993
2014	-	-	-	-	-	405,166	13,067	45,816
2013	-	-	9,438,927	4,276,114	4,810,944	-	1,501,944	516,027
2012	-	-	8,479,625	4,098,350	4,068,914	-	908,813	336,159

1 The Authority began operations on August 1, 2012 and revenues by source for 2012 are reported as of December 31, 2012, for the five-month period then ended.

2 Revenues by source for 2013, 2014, and 2015 are reported as of December 31 of each year.

3 The Authority changed its year-end from December 31 to June 30 and revenues by source for 2017 are reported as of June 30, 2017, for the 18-month fiscal period then ended.

4 Operating payments include payments from the State of Minnesota and the Minnesota Vikings for U.S. Bank Stadium.

5 Stadium operating revenues include all revenues from U.S. Bank Stadium operations.

6 Concessions include Metrodome food and beverage concession revenues.

7 Admission tax includes 10% tax assessed on all ticket sales at Metrodome.

8 Rent includes 9.5% rental fee on Minnesota Vikings ticket sales and \$500 hourly rental fees for other Metrodome events.



**MINNESOTA SPORTS FACILITIES AUTHORITY**  
**Demographic and Economic Statistics**  
**Last Ten Calendar Years**

**Table 3.1**

<b>Fiscal Year</b>	<b>Population <sup>(1,3)</sup></b>	<b>Personal Income (In Millions) <sup>(1,3)</sup></b>	<b>Per Capita Income <sup>(1,3)</sup></b>	<b>Unemployment Rate <sup>(2)</sup></b>
2009	3,330,508	\$147,914	\$44,412	7.7%
2010	3,355,763	153,074	45,615	7.3%
2011	3,389,448	163,306	48,181	6.3%
2012	3,422,542	173,992	50,837	5.5%
2013	3,458,513	175,414	50,719	4.8%
2014	3,491,838	186,385	53,377	4.0%
2015	3,518,252	195,613	55,599	3.5%
2016	3,551,036	201,427	56,723	3.6%
2017	3,600,618	215,087	59,736	3.3%
2018	3,600,618	215,087	59,736	2.8%

Unaudited

Sources:

1 U.S. Commerce Department and Bureau of Economic Analysis for the Minneapolis-St. Paul Metropolitan Statistical Area.

2 State of Minnesota, Department of Employment and Economic Development (Seven-county area).

3 2018 data not available at time of report.

**MINNESOTA SPORTS FACILITIES AUTHORITY**  
**Principal Employers in Minnesota**  
**Current Year and Nine Years Ago**

**Table 3.2**

<i>Number of Minnesota Only Employees in thousands (except percentage)</i>						
<b>Employer</b>	<b>2018</b>			<b>2009</b>		
	<b>Employees</b>	<b>Rank</b>	<b>Percentage of Total Employment</b>	<b>Employees</b>	<b>Rank</b>	<b>Percentage of Total Employment</b>
State of Minnesota	56	1	2.78%	54	1	3.16%
Mayo Clinic	42	2	2.09%	37	2	2.16%
United States Federal Gov't	34	3	1.69%	33	3	1.93%
Allina Health System	28	4	1.39%	24	5	1.40%
University of Minnesota	27	5	1.34%	20	9	1.17%
Target Corporation	27	6	1.34%	29	4	1.69%
Fairview Health Services	33	7	1.64%	22	6	1.29%
HealthPartners Inc.	24	8	1.19%	-	-	-
Wells Fargo Minnesota	19	9	0.94%	21	7	1.23%
United Health Group, Inc.	18	10	0.90%	-	-	-
Wal-Mart stores, Inc.	-	-	-	20	8	1.17%
3M Co.	-	-	-	15	10	0.88%
<b>Total</b>	<b>308</b>		<b>15.30%</b>	<b>275</b>		<b>16.08%</b>

Unaudited

Source: Metropolitan Council Comprehensive Annual Financial Report 12/31/2018-Minneapolis/St. Paul Business Journal July 13, 2018 and Business Journal Book of Lists, December 25, 2009.

Note: Available list covers employment for entire State of Minnesota.

Wal-mart was not included because it declined to provide data for 2018.

**MINNESOTA SPORTS FACILITIES AUTHORITY**  
**Full-Time Employees by Department**  
**Last Seven Fiscal Years**

**Table 4.1**

<b>Fiscal Year</b>	<b>Administrative</b>	<b>Building Maintenance</b>	<b>Security</b>	<b>Total</b>
2019	4	-	-	4
2018	5	-	-	5
2017	5	-	-	5
2015	8	-	-	8
2014	10	-	-	10
2013	8	11	2	21
2012	7	11	2	20

1 The Authority began operations on August 1, 2012 and full-time employees by department for 2012 are reported as of December 31, 2012, for the five-month period then ended.

2 Employees by department for 2013, 2014, and 2015 are reported as of December 31 of each year.

3 The Authority changed its year end from December 31 to June 30 and employees by department for 2017 are reported as of June 30, 2017 for the 18-month fiscal period then ended.

Unaudited

Source: Authority Finance department





MINNESOTA SPORTS FACILITIES AUTHORITY • MINNEAPOLIS, MINNESOTA

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— A COMPONENT UNIT OF THE STATE OF MINNESOTA —

Minnesota Sports Facilities Authority  
1005 Fourth Street South  
Minneapolis, Minnesota 55415-1752

## Exhibit 4

# ***MSFA Guiding Principles***



## **Definition of Core Values:**

*The principles and values that will accelerate our progress together. Describes the desired culture.*

## **MSFA – Our Core Values**

### **Integrity**

*Honesty and trust are central to integrity.*

*Integrity is a personal choice to hold one's self to consistent standards. It means doing the right thing even when no one is watching. Integrity is one of the fundamental values we seek in our team members, coworkers, customers and stakeholders.*

*Our public conversations line up with our private conversations.*

### **Accountability**

*We take responsibility for our actions.*

*Accountability is acknowledging a level of ownership that includes monitoring and measuring stadium partner performance metrics, proactively answering for operating and use agreements, and personal commitments in order to create a culture of effective promise management. We enthusiastically think and act in ways that contribute to reaching positive results for all stadium partners.*

*We value our work and the collective impact of all stakeholders and ensure through transparency that there are no surprises.*



## **Equity, Community Focus and Involvement**

*Equity is core to our Purpose, Mission and Vision.*

*We are committed to ensure the workforce we have is representative of the people we intend to serve. We believe diversity drives engagement, innovation and profitability.*

*We value equity, dignity and inclusion for all stakeholders. We are proactive in our outreach to diverse communities and targeted businesses to promote employment and economic opportunities.*

*We demonstrate leadership through our commitment to the diversity of our workforce and targeted business partnerships.*

*We demonstrate leadership in creating well-organized community volunteer and engagement opportunities for all Stadium Partners. The stadium is the proud home of a wide array of youth sports and community programming.*

## **Innovation and Responsiveness**

*We react quickly and positively to challenges. We are always open to new ways of doing things. We are catalysts who foster an open exchange of ideas.*

*Responsiveness is the ability to be nimble and quickly adapt to changing conditions, events and customer interactions as they occur. Operational responsiveness is also a quality of well-designed business processes to drive both consistency and business outcomes.*

*We encourage innovative problem solving, and allow for exploration as we design ideal solutions. Innovation harnesses creative talents while staying in sync with our strategic vision.*

## **Stewardship**

*Stewardship is the careful and responsible management of the world-class state asset that has been entrusted to our care.*

*The stadium operates in a safe, sustainable and efficient manner, is effectively maintained and marketed for maximum economic impact, and serves the greater Minnesota public and the MN Vikings as envisioned.*

*We monitor and measure stadium partner performance metrics and ensure they are accountable for agreed upon results.*

*We provide fiduciary control of funds received for capital or operational purposes, and warrant the procurement processes are fair, transparent, and contribute to equity goals.*

### **Definition of Purpose:**

*Why we choose to exist together, beyond financial gain. This is what we're doing for someone else. Emphasizes the importance of serving customers, understanding their needs. Our philosophical heartbeat.*

### **U.S. Bank Stadium – Its Purpose**

*Provide Minnesota residents and visitors' world-class entertainment, professional and youth sports, and community programming while creating a positive community and economic impact for the residents and businesses in the City of Minneapolis and State of Minnesota at U.S. Bank Stadium, home of the MN Vikings.*

### **MSFA – Our Purpose**

*Make decisions in the best interests of the people of Minnesota by orchestrating the maintenance of, and reinvestment in, the U.S. Bank Stadium asset. We collaborate with the MN Vikings and our other stadium partners to ensure a continual focus on creating positive community and economic impact.*

## **Definition of Mission:**

*An ambitious yet achievable position in the market or in our customers' lives that recognizes our Purpose. Describes what business the organization is in (and what it isn't) both now and projecting into the future. Its aim is to provide focus for management and staff.*

## **MSFA and U.S. Bank Stadium – Our Shared Mission:**

*We commit to creating memorable experiences through service excellence while providing a safe, world class sports and entertainment environment for all.*

## **How We Will Implement Our Mission:**

*Deliver a positive economic and community impact on the City of Minneapolis and State of Minnesota.*

*Inspire and support the development of an integrated high-performance Stadium Partner Team to create memorable experiences for guests through service excellence while providing a safe, equitable, world-class sports and entertainment environment for all.*

*Perform fiduciary control of funds received for capital or operational purposes, and warrant the procurement processes are fair, transparent, and contribute to equity goals. We are committed to ensure the workforce we have is representative of the people we intend to serve. We believe diversity drives engagement, innovation and profitability.*

*Orchestrate strategic stadium reinvestment to ensure the facility operates in a sustainable efficient manner, remains a recognized world class facility and technology leader over its 30 to 50-year lifespan, and is effectively maintained for maximum economic impact.*

*Lead in the creation of strong partnerships, clear measurements of success, timely and accurate reporting, effective communications programs and efficient processes across all Stadium Partners.*

*Continuously maintain the home of the MN Vikings and meet or exceed agreed upon NFL standards.*

### **Definition of Vision:**

*The difference we create in our guests and larger community lives as we ultimately realize our Purpose. What the organization wishes to be like in some years' time.*

### **MSFA – Our Vision:**

*U.S. Bank Stadium, home of the MN Vikings, will be the world-class entertainment and event facility in this region and be recognized as one of the top venues in the nation.*

### **How We Will Bring Our Vision to Life:**

*U.S. Bank Stadium delivers a positive economic and community impact on the City of Minneapolis and State of Minnesota. The positive community and economic impact on the City of Minneapolis and State of Minnesota is recognized throughout the State.*

*U. S. Bank Stadium is recognized for it's leadership in creating a diverse workforce and business partnerships that represent the communities we serve.*

*U.S. Bank Stadium is recognized as a world-class NFL facility, a well utilized space for a wide variety of community events, and a technology frontrunner known for its utilization of leading edge guest experience, security, event management, way finding, building automation, and football operations, and business process workflow tools.*

*MSFA leads a respectful collaboration between all stadium partners – serving as an equitable high-performance team, all working toward the same broad goals.*

*MSFA proactively manages capital investment budgeting and ensures capital reserves are in place for investments required to maintain a world-class facility.*